# Time Management Strategies of Room Attendants in Preparing Guest Room: A Case Study

**Dimas Bagus Saputro[1], Ida Ayu Sri Puspa Adi[2]\*, I Wayan Sunarsa[3]**
[1,2,3]Politeknik Pariwisata Bali
Jl. Dharmawangsa Kampial, Nusa Dua Bali
\*E-mail: sripuspaadi@ppb.ac.id
\*Corresponding author

## Abstract

This study aims to explore time management strategies employed by Room Attendants at Hilton Bali Resort in preparing guest rooms effectively. A qualitative descriptive method was used, involving interviews with the Assistant Executive Housekeeper and documentation of guest complaints and SOPs. Data were analyzed using the Plan-Do-Check-Act (PDCA) approach. Results show that planning is carried out based on check-out and back-to-back room data and coordinated with the Front Office. Implementation involves real-time task logging, while regular training supports time efficiency. Evaluation is conducted through guest satisfaction platforms, though formal checklist usage remains limited. Corrective actions include forming a rush team based on workload predictions and using guest feedback for continuous improvement. This study reinforces the importance of structured time management and highlights practical strategies that can improve efficiency, guest satisfaction, and overall service quality in housekeeping operations.

**Keywords:**
time management, room attendant, PDCA, Housekeeping, hotel operations

## 1. INTRODUCTION

Hotels are commercial accommodations that offer lodging and services such as food and beverages to the public for a specific period (Fakhrul Rizal et al., 2024). One such property is Hilton Bali Resort, a five-star hotel located in Sawangan, Nusa Dua, with 420 rooms spread across four main buildings: South Wing, North Wing, Cliff Tower, and Villas. Among its departments, Housekeeping plays a vital role in maintaining the cleanliness, comfort, and readiness of guest rooms. Within this department, Room Attendants are responsible for cleaning and preparing rooms according to operational standards (Jefri et al., 2023).

Time management is a key strategy in ensuring the efficiency of Room Attendants. Effective time use allows staff to complete tasks promptly without compromising cleanliness and guest satisfaction (Nurmaidah, 2018). In the dynamic environment of a hotel, poor time management can lead to operational delays, lower service quality, and guest dissatisfaction (Herelovina, 2024).

Previous studies have highlighted common issues faced by Room Attendants, including inconsistent work speed, inadequate understanding of SOPs, limited equipment, and work-life imbalance due to shift patterns (Syelviani, 2020). These challenges were also observed at Hilton Bali Resort in 2024. Guest reviews on OTAs such as TripAdvisor and Booking.com revealed delays in room readiness during check-in, unclean rooms, and slow response to complaints.

These issues underline the need for effective time management strategies to enhance the performance of Room Attendants. Therefore, this study focuses on analyzing the time management strategies employed at Hilton Bali Resort using the PDCA (Plan-Do-Check-Act) approach, aiming to identify ways to improve efficiency and service quality in room preparation.

## 2. RESEARCH METHODS

This study employed a descriptive qualitative approach, which is intended to describe and illustrate the existing phenomena (Rachman, 2020). The data analysis technique used in this research adopts the PDCA (Plan-Do-Check-Act) framework to analyze the time management strategies of Room Attendants in preparing guest rooms at Hilton Bali Resort. PDCA is a continuous improvement cycle aimed at enhancing work effectiveness and efficiency.

This study employed a qualitative descriptive method, and the data were collected through:
1) Interviews with the Assistant Executive Housekeeper.
2) Documentation, including guest complaints on TripAdvisor and Booking.com.
3) Observation of SOPs and time logs.

## 3. RESULTS AND DISCUSSION

### 3.1 Results

Hilton Bali Resort is a five-star hotel located in the tourism area of Nusa Dua, Badung Regency, Bali. The hotel, situated on Jalan Nusa Dua Selatan, was officially opened on December 14, 1996, by President Soeharto under the name Grand Nikko Bali—a Japanese hotel brand—before being rebranded as Hilton Bali Resort on December 1, 2016. The resort offers luxurious accommodations with stunning views of the Indian Ocean combined with touches of Balinese culture. The hotel's tagline, "We Are Hilton, We Are Hospitality," reflects its commitment to delivering warm and genuine service, ensuring a memorable and comfortable stay for all guests. Hilton Bali

Resort has a total of 420 rooms spread across four main buildings: the South Wing, North Wing, Cliff Tower, and Villas.

Interviews were conducted with the Assistant Executive Housekeeper of Hilton Hotel concerning strategies of Room Attendants in preparing guest rooms especially how they manage the time.

Tabel 1. Result of Interview Regarding the Time Management Strategies of Room Attendants in Preparing Guest Rooms

| PDCA Stage | Question | Answer |
|---|---|---|
| **Plan (Planning)** | How is the daily task assignment for Room Attendants planned at Hilton Bali Resort? | Daily room assignments begin with calculating the number of check-out and back-to-back rooms. Coordination with the Front Office through EA meetings helps identify priority rooms for the next day. |
| | What is the standard cleaning time for each room type, and how is it determined? | 35 minutes for check-out rooms and 20 minutes for occupied rooms, based on international Hilton standards. |
| | What strategies or techniques are expected to help Room Attendants manage their time efficiently? | Use of room-sequence service strategy to clean rooms sequentially, reducing time spent moving between rooms. |
| **Do (Implementation)** | How do Room Attendants implement time management strategies in their daily operations? | Room Attendants record time-in and time-out for each room on-site. This ensures realistic data for supervisors. |
| | Is there any specific training on time management provided to Room Attendants? | Yes, including training on room sequence service and room setup. Part of the resort's monthly training plan. |
| | How is it ensured that each Room Attendant follows the time schedule as planned? | Supervisors monitor assigned Room Attendants. Tasks are redistributed if a Room Attendant has too many rooms. |
| | What challenges do Room Attendants often face when preparing guest rooms? | Guests delaying check-out, causing room preparation delays. Coordination with |

| | | FO and DM helps mitigate this. |
|---|---|---|
| **Check (Monitoring & Evaluation)** | How is the effectiveness of Room Attendants' time management monitored and evaluated? | Checklists are used during deep cleaning. For general monitoring, evaluations are based on guest feedback via Qualtrics. |
| | What indicators or parameters are used to evaluate the success of time management in room preparation? | Guest satisfaction scores from Qualtrics, presentations, and achievement of performance targets. |
| | How is follow-up conducted if there is a delay or deviation from the expected time in room preparation? | Floor leaders take immediate action such as adding staff or switching room assignments to avoid delays. |
| **Act (Action/Improvement)** | What corrective actions are taken if the time management strategy is not working effectively? | A rush team is deployed during peak periods. Workload is forecasted using Opera to plan accordingly. |
| | How is evaluation and improvement carried out to enhance time management efficiency? | Ongoing evaluations via Qualtrics. Positive performers are used as role models; negative feedback drives improvement. |

## 3.2 Discussion

The time management strategy for Room Attendants in preparing guest rooms at Hilton Bali Resort is implemented in a structured and continuous manner using the PDCA (Plan-Do-Check-Act) approach.

In the planning stage (Plan), task assignments are carried out every morning by calculating the number of check-out and back-to-back rooms, with room priorities determined through coordination with the Front Office. Efficiency strategies are also applied through the preparation of fully equipped trolleys and room distribution based on standard cleaning times (35 minutes for check-out rooms and 20 minutes for occupied rooms).

During the implementation stage (Do), Room Attendants work systematically by following the sequence of rooms along the corridor and applying multitasking techniques to speed up the cleaning process. Work time is recorded in real time and directly supervised to ensure adherence to time standards. Task adjustments are made flexibly in response to challenges such as high volumes of check-out rooms or late check-outs.

The monitoring and evaluation stage (Check) is conducted through manual checklists and digital assessments via the Qualtrics platform to evaluate work

effectiveness and guest satisfaction. Supervisors actively monitor performance and take corrective actions when delays in room readiness are identified.

Finally, the action stage (Act) is adaptively implemented by deploying a rush team during peak back-to-back conditions and conducting regular evaluations of guest feedback. Room Attendants who receive positive reviews are used as role models, while negative feedback becomes the basis for individual and team performance improvement.

Overall, this demonstrates that Hilton Bali Resort has effectively implemented time management strategies for Room Attendants through well-planned scheduling, disciplined execution, data-driven evaluation, and continuous improvements that are responsive to operational conditions in the field.

## 4. CONCLUSION

Based on the analysis, it can be concluded that the time management strategy for Room Attendants at Hilton Bali Resort has been effectively implemented using the PDCA (Plan-Do-Check-Act) approach. Planning is carried out by preparing fully equipped trolleys and allocating rooms based on standard cleaning times. Implementation is conducted systematically using efficient work techniques and real-time time tracking, which is closely supervised. Monitoring is performed through manual checklists and guest feedback collected via the Qualtrics platform. When issues arise, corrective actions are taken immediately, including deploying a rush team and conducting regular evaluations based on guest reviews. Overall, this strategy demonstrates the effectiveness of time management by Room Attendants in preparing guest rooms.

## REFERENCES

Jefri., Supardi., & Lubis, A. L. (2023). Peranan Room Attendant Dalam Upaya Meningkatkan Pelayanan Terhadap Tamu Di Hotel Golden View. Jurnal Mekar, 2(1), 34–38. https://doi.org/10.59193/jmr.v2i1.150

Noviastuti, N., & Cahyadi, D. A. (2020). Peran Reservasi Dalam Meningkatkan Pelayanan Terhadap Tamu Di Hotel Novotel Lampung. Jurnal Nusantara (Jurnal Ilmiah Pariwisata Dan Perhotelan), 3(1), 31–37. https://jurnal.akparda.ac.id/index.php/jurnalnusantara/article/view/32

Nurmadiah, N. (2018). Manajemen Sarana Dan Prasarana. Al-Afkar : Manajemen Pendidikan Islam, 6(1), 30–50. https://doi.org/10.32520/afkar.v6i1.190

Rachman, P. (2020). Implementasi Plan-Do-Check-Act (Pdca) Berbasis Key Performance Indicators (Kpi): Studi Kasus Di Smp-Sma Integral Ar-Rohmah Dau Malang. AL-TANZIM: Jurnal Manajemen Pendidikan Islam, 4(2), 14–27. https://doi.org/10.33650/al-tanzim.v4i2.981

Rindah, A. N. (2017). Manajemen Waktu Pada Karyawan Shift Dan Non Shift Dalam Pengelolaan Rumah Tangga (Survey di LAPAS Anak Wanita Kelas IIB Tangerang Banten) (Doctoral dissertation, Universitas Negeri Jakarta).

Rizal, F., Sundari, S., & Pakpahan, M. (2024). Pengaruh Disiplin Kerja Dan Evaluasi Kerja Terhadap Kinerja Karyawan Pada Hotel Aston Batam Hotel & Residence. Manajemen Kreatif Jurnal, 2(1), 62–77. https://doi.org/10.55606/makreju.v2i1.2604

Syelviani, M. (2020). Pentingnya manajemen waktu dalam mencapai efektivitas bagi mahasiswa (studi kasus mahasiswa Program Studi Manajemen UNISI). Jurnal Analisis Manajemen, 6(1), 66–75. https://doi.org/10.32520/jam.v6i1.1028