

Improving the Quality of Guest Room Cleaning Services at Conrad Bali Resort & Spa

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Abstract

This study aims to analyze the role and strategies of room attendants in improving the quality of guest room cleaning services at Conrad Bali Resort & Spa. A qualitative descriptive approach was employed, with data collected through direct observation, in-depth interviews with room attendants, supervisors, and the executive housekeeper, as well as documentation of housekeeping activities. The analysis was guided by the SERVQUAL model, encompassing five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. The findings indicate that Conrad Bali Resort & Spa has generally implemented guest room cleaning procedures in accordance with established standards. Strengths were identified in equipment readiness, layered supervision, prompt response to guest complaints, and personalized service delivery. However, several inconsistencies were observed, particularly in equipment condition checks, bed-making accuracy, and bathroom cleanliness. To address these issues, the hotel applies various improvement strategies, including regular technical and ethical training, multi-level supervision, digital interdepartmental communication, and the integration of guest preference data into daily briefings. Overall, the study demonstrates that a combination of structured supervision, staff competency development, and personalized service practices contributes significantly to maintaining high standards of room cleanliness and enhancing guest satisfaction. These findings underline the importance of continuous service quality evaluation and adaptive housekeeping strategies in sustaining competitiveness within the luxury hospitality sector.

Keywords:

room attendant; room cleanliness; service quality; SERVQUAL; housekeeping strategy

1. INTRODUCTION

The tourism industry has experienced significant growth in recent years, particularly in Indonesia, as reflected by the rapid development of world-class hotels across major tourist destinations. This growth underscores the increasing importance of maintaining high service quality standards to meet escalating guest expectations. The hospitality sector plays a strategic role in national economic development by generating employment opportunities while simultaneously providing essential accommodation services for travelers, positioning hotels as a “second home” for guests during leisure or business trips (Nurhayati et al., 2024).

Among various hotel departments, the housekeeping department holds a crucial responsibility in ensuring guest satisfaction, particularly through the cleanliness and readiness of guest rooms. Room cleanliness is widely recognized as one of the most critical determinants of perceived service quality and guest satisfaction in hotel operations. In luxury hotels, where guests expect flawless service and premium comfort, even minor deficiencies in room cleanliness may lead to dissatisfaction and negatively affect the hotel’s reputation (Apsari & Novitaningtyas, 2022; Santoso, 2020).

Conrad Bali Resort & Spa, a five-star luxury hotel under the Conrad Hotels & Resorts brand of Hilton Worldwide, is required to maintain international service standards in all operational aspects, including guest room preparation. Located in Bali’s highly competitive luxury hospitality market, Conrad Bali competes with numerous upscale resorts that continuously strive to deliver exceptional guest experiences. Consequently, the hotel must ensure that every guest room is not only hygienic and comfortable but also reflects exclusivity through meticulous preparation, premium amenities, and personalized service elements.

Guest room preparation at Conrad Bali involves detailed operational procedures, including thorough cleaning, bed-making according to brand standards, replacement of high-quality linens, and replenishment of luxury bathroom amenities and minibar items. In addition to physical cleanliness, the hotel emphasizes room aesthetics and personalization through elements such as signature scents, lighting arrangements, and decorative details. Furthermore, the adoption of digital communication systems and continuous staff training programs is intended to ensure consistency and efficiency in housekeeping operations (Anjani, 2023).

Despite the implementation of comprehensive Standard Operating Procedures (SOPs), challenges in room cleaning and preparation remain evident. During peak occupancy periods, such as holidays or large-scale events, hotels frequently encounter delays in room readiness due to limited manpower, uneven workload distribution, and coordination issues between departments. These operational constraints often result in guest dissatisfaction, particularly when room availability does not meet promised timelines (Purwanto, 2022).

Moreover, discrepancies between expected and actual room conditions continue to be reported, even in luxury hotels. Guest complaints related to cleanliness issues—such

as hair in bathrooms, stained linens, unpleasant odors, and dusty areas—indicate gaps between established standards and on-site implementation. Table 1 demonstrates that, throughout 2024, Conrad Bali Resort & Spa received several guest complaints related to room cleanliness, suggesting that existing cleaning procedures may not have been applied consistently across all room attendants.

These findings reveal a critical research gap. While previous studies have extensively examined the role of room attendants in maintaining room cleanliness and service quality (Arini & Anggreni, 2022; Hidayat & Octaviani, 2025; Sugiman, 2020), limited research has specifically explored the practical strategies employed by room attendants in luxury hotels to address inconsistencies in room cleanliness using a structured service quality framework. In particular, studies that apply the SERVQUAL dimensions to analyze housekeeping strategies in five-star resort settings remain scarce.

Therefore, this study aims to analyze the role and strategies of room attendants in improving guest room cleaning services at Conrad Bali Resort & Spa using the SERVQUAL model, which encompasses tangibles, reliability, responsiveness, assurance, and empathy. By identifying strengths and weaknesses in the implementation of housekeeping practices, this research is expected to contribute to both academic discourse and practical improvements in luxury hotel housekeeping management, ultimately enhancing guest satisfaction and sustaining competitive advantage in the hospitality industry.

Table 1: Guest Complaints in 2024 Regarding Room Cleanliness at Conrad Bali Resort & Spa

No	Month	Complaint
1	August	<ul style="list-style-type: none"> - Hair in the bathroom - Cobwebs on the ceiling - Presence of cockroaches and lizards
2	September	<ul style="list-style-type: none"> - Air conditioner not cold enough - Poor cleanliness inside the room, especially under the bed and around the bedside lamp
3	October	<ul style="list-style-type: none"> - Stains on sheets, duvet covers, and towels - Dirty bed linen - Dusty bedside lamp
4	November	Stuffy room odor

Source: Hotel and OTA, 2024

This data indicates that there are still gaps in the room cleaning and preparation process. Therefore, this study aims to identify the role of room attendants in improving guest room cleanliness not only to enhance hygiene but also to ensure that service quality remains high and meets guest expectations. In turn, this can help increase customer satisfaction and strengthen the hotel's competitiveness in the luxury hospitality market.

2. METHOD

This study employs a qualitative descriptive approach aimed at systematically illustrating the strategies for improving guest room cleanliness at Conrad Bali Hotel. The research focuses on the actions and efforts undertaken by the hotel, particularly by the Room Attendants, to maintain the quality of room cleanliness services. The type of data used in this study is qualitative data, obtained through interviews and observations. This data consists of descriptive information regarding efforts to improve room cleanliness, as well as insights from the housekeepers and Room Attendant supervisors. The primary data source is first-hand data collected directly by the researcher through field observation, structured interviews, and documentation of housekeeping activities.

Data collection techniques include participatory observation, structured interviews, and documentation. Observation was conducted to directly monitor the Room Attendants' workflow, identify problems, and evaluate the effectiveness of cleanliness services. Face-to-face interviews were held with supervisors and housekeeping staff to gather in-depth information on procedures, challenges, and the strategies being applied. Documentation supported the data collection through relevant visual evidence or archived materials.

The data were analyzed using a qualitative descriptive technique, beginning with data collection, reduction, and organization, followed by interpretation into narrative form. To enrich the analysis, this study applied the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry, which evaluates service quality across five dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy

3. RESULT AND DISCUSSION

3.1 Results

Table 2: Interview Results with Supervisor

Dimension	Description
Tangibles	Each morning, the supervisor checks the completeness and cleanliness of work tools. If any damage is found, it is reported immediately. The supervisor also monitors the final cleanliness of rooms and reprimands staff if standards are not met.
	Room evaluations are conducted through visual inspection, tissue wiping, smell checks, as well as inspection of facilities and linens. Any deficiencies are promptly corrected.
	Guest complaints are followed up by calling the relevant staff for evaluation and correction. Support is provided when needed.
Reliability	Consistency is maintained through random inspections, standard checklists, and morning briefings. Staff who lack consistency are given guidance or retraining.

	Task distribution is adjusted based on staff capacity and section. During high occupancy, briefings are held, extra manpower is prepared, and field progress is monitored.
Responsiveness	Guest complaints are received politely and promptly followed up with re-cleaning and re-checking.
	Interdepartmental communication is conducted through WhatsApp groups to speed up information flow and coordination.
Assurance	Regular training is provided, covering technical skills and professional ethics. Staff are taught proper manners and service standards.
	The supervisor ensures that all equipment and amenities are complete, in good condition, and ready to use.
Empathy	Guest-specific information is shared during briefings, and Room Attendants are directed to pay attention to details such as special requests and allergies.
	The supervisor encourages staff to add personal touches such as uniquely folded towels or neat arrangements. These small gestures are referred to as “Plus One.”

Table 3: Interview Results with Executive Housekeeper

Dimension	Description
Tangibles	Room Attendants must have a sense of ownership and ensure their equipment is in good condition before and after use.
	Staff appearance is maintained through grooming standards. Violations are dealt with by direct supervisors.
	Damaged linens are separated by Room Attendants and reported for monthly write-off processes.
Reliability	Each room is rechecked by the Floor Supervisor. If it doesn't meet the standard, the Room Attendant must fix it.
	Special requests are handled according to guest preferences, including specific room arrangements.
Responsiveness	Complaints are handled through an easily accessible reporting system. Reports are recorded, followed up based on urgency level, and rechecked.
Assurance	Training focuses on the values of integrity and ownership, not just technical cleanliness. Staff are trained to provide enjoyable and personalized service.
	Trust is built by granting master keys, with an emphasis on integrity and responsibility for guest belongings.
Empathy	Room Attendants are trained to be sensitive to guest needs by paying attention to small details and providing service based on preferences. Staff placement is adjusted.

3.2 Discussion

3.2.1 Tangibles

This can be seen from the hotel's strong commitment to maintaining cleanliness, the completeness of its facilities, and the professional appearance of its staff. Each room attendant is required to have a sense of ownership over their equipment, such as vacuum cleaners, mops, and trolleys. All tools are cleaned and inspected both before and after use. Additionally, linens that are no longer suitable for use are routinely separated through a monthly write-off process to ensure the room amenities always look fresh and clean. Housekeeping staff appearance is also strictly regulated through grooming standards that reflect professionalism and help maintain the hotel's image of cleanliness. Based on observations, most room attendants properly prepared their equipment (100%), but only 66% thoroughly checked its condition.

Efforts made by Conrad Bali in this physical evidence aspect include regular training on equipment use, enforcing each room attendant's full responsibility for their tools (such as vacuum cleaners, floor mops, trolleys, and caddies), which must be clean and functional before and after use. The hotel also regularly carries out a write-off process for unfit linens to keep in-room supplies fresh and hygienic. Strict grooming standards are set and supervised directly by supervisors to ensure staff maintain a neat and professional appearance as a reflection of service quality.

3.2.2 Reliability

Conrad Bali implements a multi-layered supervision system to ensure that rooms are fully prepared before guests use them. After being cleaned by a room attendant, each room is re-checked by a supervisor to ensure completeness and cleanliness. If any deficiency is found, the attendant must correct it even if it means repeating the task. The cleaning SOP is reinforced through monthly training sessions to refresh staff understanding of work standards. Observational findings show that tasks like bed stripping, final checks, and trash collection are consistently performed well (100%). However, making the bed according to standard and bathroom cleaning still show non-compliance in 66% of cases.

In terms of reliability, Conrad Bali implements a structured layered supervision strategy. Supervisors conduct periodic inspections after room attendants complete their tasks to ensure rooms meet cleanliness and readiness standards. If issues are found, staff must immediately rectify them, even if it means redoing the job. Additionally, work schedules are arranged based on occupancy levels and clearly defined work zones, ensuring each staff member understands their responsibilities. Monthly training is also conducted to strengthen understanding of SOPs and maintain consistent performance.

3.2.3 Responsiveness

The hotel shows strong responsiveness in addressing guest needs and complaints. Any complaints regarding cleanliness are immediately handled with a follow-up cleaning by the room attendant. Coordination across departments is conducted via WhatsApp to ensure that any room status changes or guest requests are acted upon promptly. This system helps speed up the handling of urgent requests, such as arranging a humidifier or adding a bed topper according to guest preferences. Observation results show that room attendants have responded quickly to basic procedures, such as placing door signs and turning on room lights (88–100%).

The hotel's responsiveness includes the use of digital communication tools, such as WhatsApp, for fast inter-departmental coordination. This allows requests and complaints to be addressed within 15 to 30 minutes depending on urgency. Daily staff briefings are held to communicate guest preferences and special requests. Room attendants are informed of these daily updates so that rooms can be adjusted accordingly for instance, by adding humidifiers or bed toppers to meet guest needs.

3.2.4 Assurance

This dimension is reflected in management's emphasis on staff integrity and responsibility. Rather than only focusing on technical skills, the hotel's housekeeping training emphasizes trust, respect for guests' personal belongings, and awareness of boundaries in areas that may or may not be accessed. This helps create a safe and secure environment for guests and builds their trust in the housekeeping service.

For assurance, the hotel prioritizes character-building and work ethics over technical training alone. Through internal training programs, values of integrity and personal responsibility are instilled in housekeeping staff. Staff are trusted with master keys and are taught clear boundaries on which areas they may access. These efforts aim to create a sense of safety for guests and build confidence in the quality and trustworthiness of hotel service.

3.2.5 Empathy

The hotel's strategy strongly emphasizes personalized guest attention. Individual guest preferences are documented and communicated every morning to room attendants so that rooms can be personalized before guest arrival. Initiatives like the "plus one" program adding thoughtful touches such as neatly arranging personal items or special decorative elements are part of the hotel's empathetic approach to enhance guest comfort and satisfaction. Guest feedback is also taken seriously and used as material for service evaluation and improvement.

The empathy strategy includes documenting each guest's personal preferences and informing room attendants of these every morning. Attendants prioritize guest comfort by preparing rooms based on individual preferences. In addition, the "plus one" initiative involves providing thoughtful extras in the room, such as neatly arranging personal

belongings or adding simple decorations to improve comfort. Guest feedback is treated as an important tool for continuous service improvement and tailoring services to individual needs.

4. CONCLUSION

From the perspective of the five SERVQUAL dimensions (Tangibles, Reliability, Responsiveness, Assurance, and Empathy), Hotel Conrad Bali has implemented all five aspects optimally. In terms of Tangibles, all work equipment and cleaning tools are maintained in a clean, hygienic, and ready-to-use condition. Reliability is reflected in the room attendants' punctuality and consistency in delivering satisfactory results. Responsiveness is shown through the staff's quick handling of guest requests and complaints. In the Assurance dimension, the hotel guarantees service quality through regular training and confident staff demeanor when serving guests. Meanwhile, Empathy is demonstrated by personalized attention to guest needs, such as tailoring room arrangements based on regular guest preferences.

Based on these findings, several recommendations can be proposed to further enhance service quality. First, in the Tangibles dimension, the hotel could implement a digital daily checklist integrated into the management system to more efficiently monitor the cleanliness of work equipment. Second, for Reliability, supervisor inspection reports should be strengthened with photo evidence and short summaries to facilitate tracking. Third, in the Responsiveness area, the use of an internal task management app could improve coordination between room attendants, housekeeping supervisors, and the front office, allowing guest requests to be addressed more promptly. Fourth, for Assurance, ethics training based on real case studies and a regular rewards system can motivate staff to maintain service quality. Lastly, in the Empathy aspect, guest preference data management via the Property Management System (PMS) should be regularly updated so that staff can provide more personalized and consistent service that meets guest expectations.

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