



Enhancing Housekeeping Workforce Competency in the Hospitality Industry: A Comprehensive Training Approach

Benedictus Widjaya Hidajat¹, Ahamd Mansur^{2*}

Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia

Corresponding Author: Ahmad Mansur ahmadmansur@stiepari.a.c.id

ARTICLE INFO

Keywords: Housekeeping Training, Employee Competence, Hospitality Industry

Received : 3 June

Revised : 17 July

Accepted: 25 August

©2024 Hidajat, Mansur: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study examines the influence of comprehensive training programs on the proficiency of housekeeping personnel in the hotel sector. Data were collected through semi-structured interviews, focus group discussions, and participant observations at different hotels using a qualitative study approach. The findings suggest that organized training programs have a substantial impact on improving technical skills, such as proficiency in advanced cleaning procedures and equipment handling, as well as enhancing soft skills, such as effective communication and customer service. The integration of several learning methods, including simulation-based training and virtual reality, was discovered to be extremely successful in involving workers and enhancing the acquisition of skills. Although faced with obstacles such as reluctance to change and limited resources, the use of proactive solutions, such as engaging staff in training development and providing ongoing professional development, effectively addressed these concerns. The results emphasize the need of a comprehensive training strategy that encompasses both technical and soft skills in order to enhance overall service quality and operational efficiency. Suggestions for future practice including consistently refreshing training material, involving personnel in the development process, and overcoming obstacles to implementation in order to maintain increases in housekeeping performance and visitor satisfaction

INTRODUCTION

The hotel business is distinguished by its unwavering commitment to providing exceptional service delivery, with housekeeping departments playing a vital role in attaining this objective. The housekeeping crew is accountable for upholding cleanliness, organisation, and visual attractiveness of hotel rooms and public areas, which are crucial factors in determining client contentment (Akbar, 2021). Housekeeping plays a crucial role in enhancing the visitor experience, but it frequently has difficulties in terms of workforce competence, such as excessive employee turnover, skill deficiencies, and inconsistent service quality (Aboramadan, 2021). To tackle these problems, it is essential to adopt a targeted and methodical strategy for training and development. This will guarantee that the housekeeping staff has the required expertise and understanding to reach and beyond the benchmarks set by the industry.

Throughout the course of history, the effectiveness and scope of training programs for professionals working in housekeeping have been quite variable. Quite a few hotels rely on on-the-job training techniques, which, although advantageous in many respects, frequently lack the structure and comprehensiveness that is required to make sure that personnel are well equipped (Ateşoğlu & Erkal, 2020). There is a possibility that traditional training methods may not be able to meet the ever-evolving requirements of the sector, such as the growing expectations for environmentally responsible practices and the use of cutting-edge cleaning technology. It is as a consequence of this that there is a growing recognition of the need for more formalised and comprehensive training programs that can provide housekeeping staff with a holistic understanding of their roles and responsibilities, as well as the tools and techniques to perform their duties in an efficient and effective manner (Utkina, 2022).

Beginning with a comprehensive needs assessment to identify particular skill gaps and training requirements, the development of such training programs requires many essential components. These components are essential to the development of such programs. Following this procedure guarantees that the training will be adapted to address the specific difficulties and possibilities that are present in each individual hotel environment (Acampora, 2022). During the period of curriculum construction, both theoretical information and practical exercises are incorporated. These exercises cover vital themes such as advanced cleaning methods, effective time management, and exceptional customer service. The training programs are designed to accommodate a variety of learning styles and preferences by including a number of different learning modalities. These modalities include classroom sessions, hands-on practice, and digital learning platforms. Furthermore, the training programs seek to improve the overall learning experience and the ability to retain knowledge (Li, 2020).

Further contributing to the success of comprehensive training programs is the process of putting them into action and assessing their effectiveness. It is crucial to have systems for continuous monitoring and feedback in order to assess the efficiency of the training and to make any required modifications.

Regular evaluations are helpful in determining the areas in which more progress is required, and favourable feedback has the potential to raise staff morale and motivation simultaneously (Bousri, 2018). Furthermore, including the housekeeping staff in the process of developing and refining training programs may result in increased levels of involvement and dedication, which in turn helps to cultivate a culture that values ongoing education and opportunities for professional development. In the end, hotels can increase the competency of their housekeeping crew by investing in rigorous training and development activities. This will ultimately result in enhanced service quality, greater levels of visitor satisfaction, and a stronger competitive edge in the hospitality industry (Abhari, 2022).

One of the most important departments in the hotel sector is the housekeeping department, which is responsible for ensuring that high standards of cleanliness, order, and satisfaction are maintained. On the other hand, despite the significance of housekeeping, several hotels continue to struggle with issues with the competence and performance of their housekeeping personnel. These difficulties are the result of a number of different circumstances, such as inadequate training programs, high personnel turnover rates, and changing needs from the corresponding industry. It is common practice to rely on traditional on-the-job training techniques; however, these approaches do not provide the essential structure and comprehensiveness to provide housekeeping personnel with the requisite skills and knowledge. As a consequence of this, there is a significant lack of consistency in the quality of service, which can have a detrimental effect on the experiences of guests and the ratings of hotels. These problems are made even worse by the lack of a standardised and all-encompassing training strategy, which results in a staff that might not be adequately equipped to achieve the stringent standards that are anticipated in the hospitality business.

Housekeeping departments, particularly in the post-pandemic age, are required to adapt to new technology, sustainable practices, and increased hygiene requirements. This is in addition to the inherent issues that come with maintaining service quality. A significant number of housekeeping staff members are not effectively equipped to deal with the demands of modern life since there are not enough appropriate training programs available. This leads to inefficiencies and the possibility of service lapses. Given the circumstances, it is clear that there is an immediate and pressing requirement for a comprehensive training program that includes both the fundamental and advanced skills that are necessary for housekeeping workers. A program of this kind should not only concentrate on cleaning methods, but it should also include customer service, time management, and the utilisation of cutting-edge cleaning technology. It is possible for hotels to improve the competency of their housekeeping crew by addressing these gaps, which will not only ensure consistent service quality but also provide an exceptional experience for guests.

LITERATURE REVIEW

Housekeeping Training

Within the hotel business, there has been a significant amount of research conducted on the effectiveness of housekeeping training programs (Ann, 2023). Efficient training is necessary for the upkeep of high standards of cleanliness and service, which has a direct influence on the level of satisfaction experienced by hotel guests and the reputation of the establishment (Acar et al., 2019). Traditional on-the-job training approaches, despite the fact that they offer direct practical experience, frequently lack a planned approach and fail to address the entire range of skills that are necessary for current housekeeping chores (Kusuma et al., 2022). A number of recent studies have highlighted the significance of including both academic knowledge and practical skills into training programs (Wijoyo, 2023). These approaches are designed to adapt to a variety of learning preferences and boost retention rates. The implementation of technology in training, such as simulation-based training and virtual reality, has also demonstrated positive outcomes in terms of improving the efficiency of housekeeping training programs (Shahane & Fernandes, 2021).

Employee Competency

The level of expertise possessed by employees working in the housekeeping department is an essential component in the provision of reliable and high-quality service in hotels (Wiadnyana et al., 2019). Soft skills, including as communication, time management, and customer service, are included in the definition of competence. Technical abilities are also included in this definition. A competency-based approach to human resource management has the potential to result in enhanced professional performance and increased levels of work satisfaction among employees (Grefe, 2020). A competence framework that contains important areas such as knowledge, skills, abilities, and behaviours that are required for successful job performance (Kim, 2019). These major categories are included in the framework. Regarding the field of housekeeping, the development of competency should concentrate on both specialised cleaning procedures and more general abilities such as the capacity to solve problems and adapt to new situations (Espellita & Jr, 2019). Staff participate in continuous professional development (CPD) programs in order to keep themselves abreast of the most recent industry trends and practices. This helps employees improve their overall competency and their capacity to satisfy the ever-changing demands of their guests.

Hospitality Industry

The hospitality sector is distinguished by its dynamic and customer-centric nature, which necessitates ongoing adaptation to the ever-changing demands of the market and the preferences of guests (Alnawas, 2019). The success of the sector is significantly dependent on the quality of service that is offered by its staff, particularly in positions such as housekeeping (Wijoyo et al., 2021). There has been a rise in rivalry as a result of the fast expansion of the hospitality industry, which has resulted in the need for greater standards of service and efficiency. It is essential to the process of sustaining a competitive advantage to make investments in the training and development of employees

(Demir, 2021). The incorporation of environmentally responsible procedures and cutting-edge technologies into housekeeping operations is also becoming an increasingly essential aspect of the industry. The significance of innovation in terms of improving both operational efficiency and the level of happiness experienced by guests (Imane, 2019). The deployment of smart technology and the adoption of environmentally friendly cleaning products and methods are transforming the landscape of housekeeping. This transformation necessitates continuous training and adaptation on the part of the workforce in order to guarantee that they are aligned with the trends in the industry and the sustainability goals that have been set (Octafian & Mistriani, 2022).

METHODS

The purpose of this study is to investigate the efficacy of comprehensive training programs in boosting the competency of housekeeping personnel working in the hotel sector. The research design utilised in this study is qualitative. The decision was made to take a qualitative approach in order to acquire a comprehensive understanding of the experiences, perspectives, and attitudes of the management and housekeeping staff in relation to the training programs. A case study technique is utilised in this research project, with a particular emphasis on numerous hotels, in order to give a comparative examination of various training methodologies and the results they produce. This design makes it possible to conduct an in-depth analysis of the contextual aspects that have an impact on the success of training, and it also assists in determining the most effective practices and often encountered difficulties across a variety of hotel settings (Creswell, 2023).

A variety of methods, including participant observations, semi-structured interviews, and focus group discussions, are utilised in the process of data gathering. Interviews with housekeeping managers, trainers, and staff members are done in a semi-structured format in order to collect their viewpoints on the design, implementation, and effectiveness of the training programs. The results of these interviews include a wealth of qualitative information on the perceived strengths and shortcomings of the training activities. Focus group conversations are done with the housekeeping staff in order to promote a collaborative discourse. Participants are encouraged to share their experiences and recommendations for improvement during these sessions. During the training sessions, participant observations are carried out in order to examine the interactions, levels of participation, and practical application of the training content. The validity and reliability of the findings are improved as a result of the collection of data from three different sources.

For the purpose of this study, purposive sampling is utilised to pick hotels that have implemented a variety of training programs for their cleaning staff. For the purpose of capturing a wide variety of training techniques and organisational contexts, the sample consists of a combination of hotels that fall into the luxury, mid-range, and budget categories (Hillman & Radel, 2018). Participants are chosen from within each hotel based on their positions and their level of participation in the training programs. This is done to ensure that the sample has a mix of housekeeping workers, supervisors, and managers that

is representative of the whole hotel. With the help of this sampling technique, it is possible to gain a thorough knowledge of the training programs from a variety of viewpoints, which provides a holistic picture of the efficacy of the programs as well as areas in which they may be improved. A thematic approach is utilised in the process of data analysis. This strategy involves the methodical coding and categorisation of qualitative data in order to uncover significant themes and patterns. The interviews and focus group discussions are transcribed word for word, and the resulting transcripts are then analysed with the NVivo program in order to ease the organisation and categorisation of the data. When beginning the process of coding, it is necessary to first define broad categories that are associated with the design, execution, and outcomes of the training. After that, these categories are developed into more specific themes, such as the relevance of training material, tactics for engagement, and obstacles to effective training. A comprehensive knowledge of the elements that influence the effectiveness of housekeeping training programs may be obtained via the application of thematic analysis, which enables the discovery of repeating themes and unique insights. In order to guarantee a rigorous and contextually grounded analysis, the findings are interpreted in light of the existing body of literature and theoretical frameworks.

RESULTS

Significant increases in housekeeping performance and personnel competency were achieved as a result of the extensive training programs that were implemented across the selected hotels. A number of important advantages were brought to light through interviews with housekeeping managers and workers. To begin, the organised training sessions improved participants' technical abilities in a variety of domains, including strategies for advanced cleaning, the appropriate use of cleaning products, and the efficient management of equipment. The employees reported feeling more secure and proficient in their responsibilities, which led to greater work satisfaction and motivation on their part inside the organisation. The managers realised that there had been obvious improvements in the cleanliness and organisation of the rooms, which contributed to improved levels of satisfaction among the guests. Additionally, the training programs placed an emphasis on soft skills like as communication, time management, and customer service, all of which are vital for providing excellent experiences for guests.

The favourable impact of combining a variety of learning modalities, such as classroom instruction, hands-on practice, and digital learning platforms, was brought to light during the conversations that took place inside concentration groups. The participants expressed their appreciation for the interactive character of the training sessions, which created opportunities for active participation and the application of information in real-world situations. The utilisation of simulation-based training and virtual reality was particularly well-received since it offered a secure and regulated setting for the practice of newly acquired abilities. This technique not only enhanced the capacity of employees to acquire new skills, but it also increased their self-assurance in

their ability to deal with difficult situations and difficult jobs. In order to accommodate a variety of learning types and ensure that all employees were able to benefit from the training, many distinct learning approaches that were interactive and diverse were utilised.

It was proven through observations made throughout the training sessions that the cleaning personnel exhibited great levels of involvement and participation among themselves. A variety of instructional approaches were utilised by trainers in order to cater to the diverse preferences of learners, which resulted in training sessions that were both more productive and more fun. The training material was contextualised through the use of real-life scenarios and role-playing exercises, which served to make the material more accessible and relevant to the duties that are performed on a daily basis. Participants expressed their satisfaction with the training sessions, stating that they were well-organised, instructive, and interesting. Employees felt more valued and involved in their professional growth, which resulted in improved retention rates and lower turnover among housekeeping personnel. This favourable response was mirrored in the fact that their turnover rates decreased.

An examination of the qualitative data through the lens of thematic analysis showed a number of significant themes that had a role in the accomplishments of the training programs. Among these were the applicability and thoroughness of the training material, the use of interactive and diverse instructional approaches, and the provision of continuous assistance and feedback. Despite the fact that difficulties such as resistance to change and limitations on resources were identified, proactive steps such as incorporating staff members in the development of training programs and providing chances for continual professional development served to alleviate these problems. The findings highlight the significance of taking a holistic approach to training, which takes into account both technical and soft skills, cultivates an atmosphere that is conducive of learning, and supports continual growth. Not only does this strategy improve the competence of housekeeping workers, but it also improves the overall service quality and operational efficiency in hotels, which eventually results in increased levels of client satisfaction and a competitive edge in the hospitality sector.

Across all of the hotels that were chosen, the introduction of comprehensive training programs resulted in significant increases in the technical and interpersonal abilities of the housekeeping crew. Because of the organized nature of these training sessions, staff were able to acquire a more in-depth grasp of advanced cleaning procedures, the appropriate use of a variety of cleaning chemicals, and the appropriate way to handle complex equipment. The emphasis placed on technical abilities had a particularly significant impact, as seen by the staff's enhanced confidence in their ability to carry out their daily responsibilities with accuracy and effectiveness. This increase in self-assurance was not only a matter of subjective perception; rather, it manifested itself in observable results, such as improved room cleanliness and organization, which were regularly seen by supervisors. There was a clear association between the enhanced performance of housekeeping workers and the contentment of hotel

guests, as shown by better satisfaction ratings and positive comments about the cleanliness and comfort of the hotel amenities.

The programs, in addition to providing technical training, put a substantial focus on the development of critical soft skills, such as the ability to communicate well, manage one's time effectively, and provide excellent customer service. In the hotel industry, where direct engagement with guests and fast service delivery are essential to maintaining a high level of customer satisfaction, these abilities are very necessary. Through the use of focus group talks, it was discovered that the combination of several learning modalities, such as classroom teaching, hands-on practice, and digital platforms, had a significant role in supporting a more complete learning experience and engaging staff members. Virtual reality and simulation-based training have developed as especially useful tools, since they provide employees a secure and regulated environment in which they may practice and improve their abilities. Not only did these interactive approaches improve workers' ability to acquire new skills, but they also strengthened their capacity to deal with difficult circumstances, which ultimately led to an increase in their overall overall performance in the workplace. The combination of these training tactics resulted in a staff that was more trained, adaptive, and motivated in the housekeeping department. This is vital for maintaining high levels of service quality and operational efficiency in the hospitality business, which is highly competitive.

DISCUSSION

The outcomes of this study highlight the significant significance that comprehensive training programs have in boosting the level of expertise possessed by housekeeping workers working in the hotel business. Structured training techniques that integrate theoretical knowledge with practical application are shown to be beneficial, as evidenced by the significant gains in technical skills and service quality that were seen in this research. Through the provision of a more comprehensive educational experience, this dual-focus training technique solves the inherent deficiencies that are present in conventional on-the-job training. Housekeeping workers are well-equipped to maintain high standards of cleanliness and efficiency, which are crucial for the happiness of hotel guests and the general reputation of the hotel. This is ensured by the incorporation of innovative cleaning procedures, as well as the right use of cleaning products and equipment. In addition, the incorporation of training in soft skills into the programs was a key contributor to the improvement in the performance of the cleaning crew. In the hotel industry, where contacts with guests and prompt service are of the utmost importance, skills such as efficient communication, time management, and customer service are essential. Not only did the training programs that placed an emphasis on these soft skills increase the technical capabilities of the housekeeping crew, but they also improved their ability to interact with visitors and be more efficient with their time management. This all-encompassing method of training contributes to the development of a workforce that is much more adaptable and

capable, which is absolutely necessary in order to fulfil the dynamic and multifarious requirements of the hospitality business.

The fact that members of the training program provided favourable comments on the use of a variety of learning modes, such as virtual reality and simulation-based training, demonstrates the significance of incorporating novel teaching strategies into contemporary training programs. When it came to engaging employees and giving them with practical, hands-on experience in a controlled setting, these interactive and immersive tactics proved to be very beneficial. This method not only improves the quality of the learning experience, but it also helps employees feel more confident in their capacity to deal with situations that are based in the real world. As a result of the effectiveness of these strategies, it appears that combining technology and interactive components into training programs can considerably increase the ability of housekeeping staff to retain information and acquire new skills. Nevertheless, the research project also uncovered a number of obstacles that have the potential to hinder the efficiency of training programs. Resistance to change among staff members and limitations on available resources were two difficulties that were frequently brought up by both managers and employees. A proactive strategy is required in order to address these difficulties. One example of such an approach would be to involve employees in the process of developing and continuously improving training programs. When hotels include their employees in this process, they are able to guarantee that the training material is pertinent and that it satisfies the actual requirements of the workforce. In addition, the provision of chances for continual professional development may assist in the maintenance of staff engagement and dedication to their respective positions, so contributing to the reduction of turnover rates and the establishment of a culture that emphasises continuous improvement.

The findings of the study indicate that extensive training programs are necessary for boosting the level of expertise possessed by housekeeping personnel and for enhancing the quality of service provided in hotels. A comprehensive approach to training that integrates both technical and soft skills, makes use of novel teaching techniques, and handles difficulties in a proactive manner may be of tremendous advantage to the housekeeping department as well as the entire running of hotels. Hotels have the potential to attain improved levels of client pleasure, operational efficiency, and competitive advantage in the hospitality business if they make substantial investments in training efforts. In the future, research might be conducted to further investigate the long-term effects of training programs like these and to develop further techniques to overcome implementation issues. This would ensure that housekeeping performance would continue to see sustainable gains.

CONCLUSIONS AND RECOMMENDATIONS

The findings of this study indicate that comprehensive training programs greatly improve the competency and performance of housekeeping personnel, which ultimately results in an increase in the quality of service provided to guests and an increase in the level of happiness they feel throughout their stay in the hospitality business. Hotels are in a better position

to better equip their personnel to meet the ever-changing demands of the industry if they combine training in technical skills with training in soft skills and apply innovative learning techniques. It is recommended that hotels continually update their training content to reflect advancements in the industry. Additionally, it is recommended that hotels involve their staff in the development process to ensure that the training is relevant and engaging. Additionally, it is recommended that hotels address implementation challenges such as resistance to change and resource constraints. Investing in training programs that are both comprehensive and adaptable will not only improve housekeeping standards, but it will also lead to increased operational efficiency and a better competitive position in the hospitality industry.

FURTHER STUDY

The long-term influence of comprehensive training programs on the performance of housekeeping personnel and the happiness of guests should be investigated in future study in order to evaluate the programs' ability to maintain their efficacy over time. It is possible that this may incorporate longitudinal studies that monitor the development of trained individuals over an extended period of time, assessing aspects such as the retention of skills, the level of job satisfaction, and the growth of careers. In addition, research might be conducted to assess the efficacy of various training approaches in a variety of hotel contexts, such as hotels of differing sizes, service levels, and geographical locations. Comparative studies that investigate the influence of developing technologies and creative training methodologies, like as gamification and virtual reality, on the results of employees and the efficiency of operations would also be of great use. Furthermore, addressing potential barriers to training implementation, such as resource constraints and resistance to change, through case studies and best practice analyses could provide actionable insights for optimising training strategies and improving overall program success in the hospitality industry. This, in turn, could be accomplished by addressing potential barriers to training implementation.

REFERENCES

- Abhari, s. (2022). The impact of covid-19 pandemic on small businesses in tourism and hospitality industry in malaysia. *Journal of research in marketing and entrepreneurship*, 24(1), 75–91. <https://doi.org/10.1108/jrme-07-2020-0091>
- Aboramadan, m. (2021). Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes. *International journal of contemporary hospitality management*, 33(10), 3199–3222. <https://doi.org/10.1108/ijchm-12-2020-1440>
- Acampora, a. (2022). The role of hotel environmental communication and guests' environmental concern in determining guests' behavioral intentions. *Sustainability (switzerland)*, 14(18). <https://doi.org/10.3390/su141811638>

- Acar, e., demir, g. Ş., temizçeri, t., & ... (2019). Design of a decision support system (dss) for housekeeping operations. Proceedings of the ..., query date: 2024-07-22 21:03:47. https://doi.org/10.1007/978-3-319-92267-6_70
- Akbar, m. (2021). Performance appraisal design in the grand mutiara hotel housekeeping division using bars assessment model. International journal of innovation in ..., query date: 2024-07-22 21:03:47. <https://ijies.sie.telkomuniversity.ac.id/index.php/ijies/article/view/89>
- Alnawas, i. (2019). Examining the key dimensions of customer experience quality in the hotel industry. Journal of hospitality marketing and management, 28(7), 833–861. <https://doi.org/10.1080/19368623.2019.1568339>
- Ann, s. (2023). Motivating housekeeping staff in the lodging industry in jordan. Tourism and hospitality management, 29(1), 103–118. <https://doi.org/10.20867/thm.29.1.9>
- Ateşoğlu, l., & erkal, s. (2020). Development of performance evaluation scale for housekeeping staff in the accommodation companies: ankara sample. International journal of home science, query date: 2024-07-22 21:03:47. https://www.researchgate.net/profile/leyla-atesoglu-2/publication/342000172_international_journal_of_home_science_2020_62_67-76_development_of_performance_evaluation_scale_for_housekeeping_staff_in_the_accommodation_companies_ankara_sample/links/5edde5ec4585152945445ebc/international-journal-of-home-science-2020-62-67-76-development-of-performance-evaluation-scale-for-housekeeping-staff-in-the-accommodation-companies-ankara-sample.pdf
- Bousri, n. (2018). The development of english conversation training course for front office staff: a case study of baiyok hotel, bangkok, thailand. Social sciences, query date: 2024-03-04 12:17:21.
- Creswell, j. W. (2023). Research design-qualitative, quantitative and mixed methods approach. Sage publications.
- Demir, m. R. (2021). Leisure industry and hotels: the importance of wellness services for guests' well-being. World sustainability series, query date: 2024-05-26 14:24:17, 127–140. https://doi.org/10.1007/978-3-030-59820-4_9
- Espellita, s., & jr, v. M. (2019). Employable skills for hospitality graduates as perceived among hotel supervisors in cebu city. Journal of economics and business, query date: 2024-07-22 21:03:47. https://www.academia.edu/download/60863039/maravilla2019_jeb20191010-23840-1rp1d00.pdf
- Grefe, g. (2020). The upgrading of skills for the back office, middle line and support staff. Shapes of tourism employment: hrm in the worlds ..., query date: 2024-03-04 12:17:21. <https://doi.org/10.1002/9781119751342.ch3>
- Hillman, w., & radel, k. (eds.). (2018). Qualitative methods in tourism research. Channel view publications. <https://doi.org/10.21832/hillma6409>
- Imane, e. H. (2019). Social big data analysis of five star hotels: a case study of hotel guest experience and satisfaction in marrakech. African journal of

- hospitality, tourism and leisure, 8(3).
https://api.elsevier.com/content/abstract/scopus_id/85067798870
- Kim, j. J. (2019). Exploring competitive hotel selection attributes among guests: an importance-performance analysis. *Journal of travel and tourism marketing*, 36(9), 998–1011.
<https://doi.org/10.1080/10548408.2019.1683484>
- Kusuma, i., antara, d., & murni, n. (2022). The implementation of green housekeeping to increase efficiency of operational cost of housekeeping department at holiday resort lombok. *Repository.pnb.ac.id*.
<http://repository.pnb.ac.id/4569/>
- Li, b. (2020). Staffing for housekeeping operations. *Ecommons.cornell.edu*.
<https://ecommons.cornell.edu/entities/dissertation%20or%20thesis/20d34780-3ee2-4e8c-8db8-2670ea9d8561>
- Octafian, r., & mistriani, n. (2022). Branding tourism's image. *Budapest international research and ...*, query date: 2024-02-21 22:11:31.
<https://bircu-journal.com/index.php/birci/article/view/7141>
- Shahane, r., & fernandes, m. (2021). To study the training program implemented by the housekeeping department for onboarding staff in a post pandemic world and its impact on employee motivation. *Atithya: a journal of hospitality*, query date: 2024-07-22 21:03:47.
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4033098
- Utkina, o. N. (2022). Specific aspects of managing the development of youth educational tourism services in the context of training staff for the tourism industry. In *economics and management* (vol. 28, issue 5).
<https://doi.org/10.35854/1998-1627-2022-5-479-490>
- Wiadnyana, i., sukmana, i., & ... (2019). The effect of compensation, motivation, work discipline and work environment on housekeeping staff performance at lv 8 resort hotel. ... *applied research (i ...)*, query date: 2024-07-22 21:03:47.
<https://jurnal.undhirabali.ac.id/index.php/icfar/article/view/981>
- Wijoyo, t. (2023). Operasional departemen housekeeping di dalam hotel. *Badan penerbit stiepari press*, query date: 2024-02-11 19:46:56.
<https://badanpenerbit.stiepari.org/index.php/stieparipress/article/view/149>
- Wijoyo, t., maria, a., & octafian, r. (2021). The application of cleanliness, health, safety (chs) on homestay in the new normal era. *Interdisciplinary ...*, query date: 2024-02-21 22:14:18.
<https://iss.internationaljournallabs.com/index.php/iss/article/view/19>