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The Effectiveness Of Room Attendant Performance In Supporting The Quality Of International Hotel Service: A Case Study At Sheraton Grand Taipei

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Abstract

Service quality is a critical factor in enhancing the competitiveness of the hospitality industry, where the housekeeping department plays a strategic role in maintaining the cleanliness, comfort, and readiness of guest rooms. In this context, room attendants serve as the frontline personnel in housekeeping operations because they are directly responsible for ensuring the quality of guest rooms delivered to customers. This study aims to analyze the effectiveness of room attendants' performance in supporting service quality at an international hotel, with a case study conducted at ***Sheraton Grand Taipei****. The study employed a qualitative approach using a case study design. Data were collected through participant observation during an internship program, semi-structured interviews with the housekeeping supervisor and room attendants, and documentation of housekeeping operational activities. Data were analyzed using the interactive model of Miles, Huberman, and Saldaña, which consists of data reduction, data display, and conclusion drawing.*

The findings reveal that the effectiveness of room attendants' performance is determined not only by their technical skills in cleaning guest rooms but also by the implementation of ***Standard Operating Procedures (SOPs)****, workload management, supervisory practices, cross-departmental coordination, and human resource management. The consistent implementation of SOPs ensures room cleanliness, the completeness of guest amenities, and room readiness, thereby maintaining service quality. Furthermore, effective coordination among the housekeeping, front office, and laundry departments accelerates work completion while minimizing operational constraints. Continuous training programs, systematic room assignment, and regular supervision*

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also contribute significantly to improving employees' competencies and work productivity. This study provides empirical evidence regarding the implementation of housekeeping operations in an international hotel through a case study approach and highlights that the effectiveness of room attendants' performance is a strategic factor in sustaining service quality and enhancing guest satisfaction in the hospitality industry.

Keywords: room attendant, housekeeping, work effectiveness, service quality, international hotel

INTRODUCTION

The hotel industry is one of the service sectors that relies heavily on service quality to create customer satisfaction and maintain competitiveness. In the current era of globalization and digitalization, the mobility of international tourists continues to increase, supported by easy access to information through the internet and the growth of online review platforms such as TripAdvisor, Google Reviews, and Booking.com. This condition has led hotel guests to have increasingly higher expectations regarding the quality of service they receive, where the lodging experience is evaluated not only based on physical facilities but also on service consistency, cleanliness, comfort, and employee professionalism (Zheng Xianga, Zvi Schwartz, John H. Gerdes Jr., 2015). Therefore, star-rated hotels are required to implement strict and sustainable operational standards to maintain service quality and the company's reputation amid increasingly competitive industry competition.

Service quality is a key factor in determining success in the hospitality industry. In the study (Faisal, 2021), Parasuraman explains that service quality is formed by five main dimensions, namely reliability, responsiveness, assurance, empathy, and tangibles. In the hotel context, the tangibles dimension plays a very important role because it is directly related to the hotel's physical condition, particularly the cleanliness, comfort, and completeness of room facilities. Hotel rooms are the primary product directly consumed by guests during their stay, making room quality the main indicator influencing customer perceptions of the hotel's overall service quality (Akbaba, 2006). In addition, research also shows that room cleanliness is one of the most dominant factors affecting hotel guest satisfaction and loyalty (Min, Hokey, Min, Hyesung, Chung, 2002).

In hotel operations, the Housekeeping Department plays a strategic role in maintaining the quality of this primary product. Housekeeping is responsible for ensuring that all hotel areas, especially guest rooms, are clean, tidy, comfortable, safe, and ready for use according to

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established operational standards. According to (Peter Jones; Andrew Lockwood, 2004), housekeeping is a department that directly contributes to guests' perceptions of hotel quality because it is closely related to the guests' core experience during their stay. Within this department, room attendants serve as the frontline of service because they are directly responsible for room cleaning, linen replacement, provision of guest amenities, inspection of facilities, and ensuring that rooms are in room-ready condition before being handed over to guests. Therefore, the effectiveness of room attendants' performance has a significant influence on the hotel's overall service quality.

The effectiveness of room attendants' performance is not measured solely by their ability to complete a certain number of rooms in one shift but also by their ability to maintain work quality in accordance with Standard Operating Procedures (SOP), manage time effectively, adapt to changing operational conditions, and coordinate with other departments such as the Front Office and Laundry. International hotels face complex operational dynamics, such as fluctuating occupancy levels, varying room conditions, special guest requests, and strict room completion targets. According to (Jones, 2008), the operational effectiveness of housekeeping is greatly influenced by work management systems, employee training, and consistent supervision. Thus, the effectiveness of room attendants' work results from a combination of individual competencies, human resource management systems, supervision, cross-departmental coordination, and the consistent implementation of SOPs.

Various studies indicate that the operational quality of housekeeping is closely related to customers' perceptions of hotel service quality. (Akbaba, 2006) found that room cleanliness, facility comfort, and the hotel's physical condition are the most dominant factors shaping guests' perceptions of service quality. (Hugh Wilkins, Bill Merrilees, 2007) explained that hotel service quality is built through the integration of physical quality, service interaction quality, and outcome quality. (Kandampully, Kandampully, et al., 2015) also emphasized that customer experience in the hospitality industry is strongly influenced by an organization's ability to integrate all service processes consistently. Furthermore, research by (Andre Saputra, 2025) shows that the consistent implementation of cleanliness standards by housekeeping staff is an important factor in building positive guest perceptions and maintaining the hotel's reputation on digital platforms.

Although research on hotel service quality has developed quite rapidly, most previous studies have focused on measuring customer satisfaction, guest loyalty, or perceptions of service quality through quantitative survey approaches. Studies exploring the effectiveness of room attendants' performance based on direct observation of housekeeping operational activities in

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international-standard hotels remain relatively limited. In fact, understanding how room attendants perform their duties, implement SOPs, manage workloads, coordinate with other departments, and maintain consistent service quality is important for explaining the internal processes that shape hotel service quality. Therefore, there remains a research gap that needs to be addressed through an operational observation-based case study approach.

Sheraton Grand Taipei was selected as the research location because it is one of the international star-rated hotels that implements global operational standards in housekeeping management. The high service standards applied make this hotel a relevant location for examining the effectiveness of room attendants' performance under actual operational conditions. Through direct observation during the internship program, this study provides an empirical overview of SOP implementation, workload management, interdepartmental coordination, supervision, and human resource management that support housekeeping service quality.

Based on the above explanation, this study aims to analyze the effectiveness of room attendants' performance in supporting the service quality of an international hotel at Sheraton Grand Taipei. This research is expected to contribute to the development of housekeeping management studies, particularly regarding operational effectiveness in international hotels, as well as provide practical input for hotel management in improving service quality through strengthening employee competencies, consistently implementing SOPs, and effectively managing human resources.

METHODOLOGY

This study employs a qualitative approach with a case study design to understand the effectiveness of room attendants' performance within the real operational context of an international hotel. The case study approach allows researchers to explore a phenomenon in depth through various data sources that are appropriate to the research context (Yazan, 2015). The case examined in this study is the implementation of room attendants' work in the Housekeeping Department of Sheraton Grand Taipei in supporting the hotel's service quality.

The research was conducted during the internship period from February 2026 to January 2027. The focus of the study is the effectiveness of room attendants' performance in carrying out operational duties based on the housekeeping standard operating procedures (SOPs), including work preparation, room cleaning processes, SOP implementation, use of work equipment, operational coordination, and task completion.

The research data consist of primary and secondary data. Primary data were obtained

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through direct observation of room attendants' operational activities, while secondary data were obtained through documentation studies, including SOPs, rosters, room assignments, and other housekeeping operational documents. The use of multiple data sources was intended to enhance the credibility of the study through data triangulation (Baxter & Jack, 2008).

In this study, the researcher served as the primary instrument (human instrument), conducting observation, recording, data analysis, and interpretation. Supporting instruments, including observation guidelines and field notes, were used to document work activities and operational conditions throughout the research period. Data analysis was carried out through the processes of organizing, categorizing, interpreting the data, and drawing conclusions. Observation and documentation data were analyzed to identify patterns regarding the factors influencing the effectiveness of room attendants' performance, such as SOP implementation, work competence, discipline, coordination, supervision, and workload (Bengtsson, 2016).

RESULTS AND DISCUSSION

1. The Effectiveness of Room Attendant Performance in the Implementation of Housekeeping Operations

Based on the observation results during the internship in the Housekeeping Department at Sheraton Grand Taipei, the effectiveness of room attendants' performance is reflected in their ability to complete tasks according to standard operating procedures, maintain room cleanliness quality, and adjust their work pace to the hotel's occupancy rate. As the department responsible for guest room readiness, room attendants make a strategic contribution to creating the guest experience because the condition of the room is the first service attribute experienced and evaluated by guests. In the international hospitality industry, consistent room quality is one of the main indicators of successful housekeeping operations and also influences guests' perceptions of the hotel's overall service quality. Research by (Akbaba, 2006) emphasizes that room cleanliness, completeness of facilities, comfort, and service reliability are important dimensions that determine customers' perceptions of hotel service quality.

The observation results indicate that the average time required to clean a check-out room is approximately 35 minutes, while a stay-over room takes around 15 minutes. This difference is influenced by the complexity of the tasks performed. In a check-out room, the room attendant must carry out thorough cleaning (deep cleaning), replace all linens, inspect the completeness and functionality of room facilities, replenish guest amenities, check for

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possible lost and found items, and ensure that all cleanliness standards have been met before the room status is changed to vacant clean. In contrast, for stay-over rooms, activities are more focused on maintaining cleanliness, making the bed, replacing necessary supplies, and preserving guest comfort without disturbing their privacy. These differences in job characteristics indicate that the duration of task completion cannot be used as the sole indicator of productivity but must also take into account the complexity of the work performed.

These findings indicate that the effectiveness of room attendants' work is determined not only by the speed of task completion but also by their ability to consistently maintain the quality of their work. In the context of hotel operational management, effectiveness is a combination of efficient time utilization, compliance with work procedures, and the ability to meet the service quality standards established by the organization. (Hugh Wilkins, Bill Merrilees, 2007) explain that hotel service quality is the result of integrating various operational elements, including the quality of physical facilities, service interactions, and consistency in implementing work standards. Therefore, housekeeping productivity should be understood as the ability to produce saleable rooms while maintaining consistent quality, rather than merely increasing the number of rooms completed during a shift.

Furthermore, the effectiveness of room attendants' work is closely related to their ability to meet guests' expectations regarding hotel service quality. According to (Akbaba, 2006), the dimensions of tangibles, assurance, and adequacy in service supply are the dominant factors shaping guests' perceptions of hotel quality, with room cleanliness and facility readiness being the aspects most easily observed by customers. Therefore, every housekeeping activity must result in room conditions that are not only visually clean but also meet the safety, comfort, and hygiene standards established by international hotels.

From the perspective of service quality theory, (Parasuraman et al., 1988) explain that the dimensions of reliability and tangibles are the two main components most strongly influenced by housekeeping performance. Reliability is reflected in the ability of room attendants to consistently provide rooms that meet standards without errors, while tangibles are manifested through room cleanliness, neatly made beds, complete guest amenities, and well-maintained physical hotel facilities. Although the SERVQUAL model was developed as a general framework, studies in the hospitality sector have shown that these two dimensions remain key determinants of guest satisfaction, although they need to be adapted to the characteristics of the hotel industry.

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Based on the findings of this study, it can be concluded that the effectiveness of room attendants' performance at Sheraton Grand Taipei is not measured solely by the speed of task completion but rather by their ability to maintain a balance between operational efficiency and service quality. The average completion times of 35 minutes for check-out rooms and 15 minutes for stay-over rooms indicate that the workflow has been effectively managed without compromising the cleanliness standards that characterize the service of an international luxury hotel. These findings reinforce the view that successful housekeeping operations are one of the key factors in creating guest satisfaction, enhancing the quality of the guest experience, and maintaining the hotel's reputation at the international level.

2. Implementation of SOPs as a Supporting Factor for Service Consistency

Based on the research findings, the implementation of room attendant duties at Sheraton Grand Taipei is carried out in strict accordance with the Standard Operating Procedures (SOP) established by hotel management. The SOP serves as the primary guideline for every stage of the work, starting from work equipment preparation (preparation), the room cleaning process, room inspection, to ensuring that the room is in a condition ready to be sold again (vacant clean/room ready). This standardization aims to ensure that every prepared room has consistent standards of cleanliness, safety, and comfort in accordance with the service standards of Marriott International as an international hotel chain.

The observation results indicate that the implementation of the SOP is carried out systematically and sequentially so that every activity has a clear workflow. These stages include: (1) 收垃圾 (Shōu lājī), namely removing all trash from the room as the initial step to create a clean working area; (2) 拆床組 (Chāi chuáng zǔ), namely removing all used linens from the bed and transferring them to the linen trolley; (3) 鋪床 (Pū chuáng), namely installing new linens according to the bed making standard; (4) 洗浴室 (Xǐ yùshì), namely cleaning the entire bathroom area using cleaning agents appropriate for each surface type; (5) 補備品 (Bǔ bèipǐn), namely replenishing guest amenities and ensuring that items such as towels, bathroom amenities, and soap dispensers are completely available; (6) 房間擦拭 (Fángjiān cāshì), namely cleaning all furniture surfaces, tables, mirrors, and room fixtures systematically while checking for any missing amenities; (7) 吸地毯 (Xī dìtǎn), namely thoroughly vacuuming the carpet, including the corners of the room, to ensure that no dust or dirt remains; and (8) 確認房間 (Quèrèn fángjiān), namely conducting a final inspection of room cleanliness, completeness of amenities, functionality of facilities, and updating the

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room status through the hotel's telephone system using code *96 for check-out rooms and *93 for stay-over rooms.

The sequential implementation of the SOP demonstrates that every housekeeping activity is systematically interconnected. The work sequence begins with tasks that generate waste or dirt and ends with quality inspection activities, thereby reducing the possibility of rework and improving operational efficiency. These findings indicate that the SOP functions not only as a technical guideline but also as a quality control instrument that ensures all rooms meet cleanliness standards before being handed over to guests.

The implementation of the SOP plays an important role in maintaining consistency in service quality, especially in international hotels that serve guests from various countries with high service expectations. Clear work standards enable every room attendant to produce relatively uniform work quality even when performed by different individuals. Such consistency is one of the primary characteristics of star-rated hotel services because customers expect the same high-quality lodging experience every time they use the hotel's services. (Akbaba, 2006) explains that guests' perceptions of hotel quality are strongly influenced by the tangibles dimension, namely the physical condition of the room, cleanliness of facilities, comfort, and completeness of guest amenities. Therefore, housekeeping operational standards play an important role in ensuring that all of these indicators are consistently fulfilled.

Furthermore, the research by (Hugh Wilkins, Bill Merrilees, 2007) shows that hotel service quality is determined not only by interactions between employees and guests but also by the consistency of service quality produced through standardized operational processes. Standardized procedures enable hotels to minimize service variability so that the guest experience remains consistent even when hotel occupancy levels fluctuate. This is highly relevant to the operational conditions at Sheraton Grand Taipei, which has a high occupancy rate, requiring every room attendant to maintain work standards despite time pressure and the number of rooms that must be completed.

The findings of this study are also consistent with the research by (Firdiansyah et al., 2025), which states that the implementation of room cleaning SOPs contributes to improving the effectiveness of room attendant performance, particularly in maintaining work quality, increasing time efficiency, and reducing operational errors. SOPs provide clear guidance regarding the sequence of work, the use of equipment, and the cleanliness standards that must be achieved, ensuring that every employee has the same work reference. Thus, SOPs

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function not only as work regulations but also as a quality assurance mechanism in housekeeping operations.

From a quality management perspective, the implementation of SOPs is part of an organization's efforts to implement Total Quality Management (TQM) through a process standardization approach. According to (Afif Syaiful Mustofa, 2026) & (Jiménez-Jiménez, Daniel; Martinez-Costa, Micaela; Martínez-Lorente, Ángel R.; Rabeh, 2015), service organizations that consistently implement standardized processes are better able to maintain service quality, reduce operational errors, and improve customer satisfaction because all service activities are carried out based on documented procedures that can be continuously evaluated.

In the operational context of Sheraton Grand Taipei, compliance with SOPs becomes even more important when hotel occupancy levels increase. Although room attendants face pressure to complete rooms within a limited time, every stage of the work must still be carried out according to procedures without compromising the quality of the final result. This condition demonstrates that work effectiveness is measured not only by the speed of completing rooms but also by the ability to maintain consistent service standards. Therefore, the implementation of SOPs serves as the primary foundation for supporting the effectiveness of room attendant performance, maintaining the quality of international hotel services, and preserving Sheraton Grand Taipei's reputation as a star-rated hotel that implements global service standards.

3. Workload and Challenges in Room Attendant Work Effectiveness

The observation results indicate that a room attendant handles an average of around 13 rooms in one working day. However, this number can increase when the hotel's occupancy rate is high (high occupancy) or when there are many additional requests from guests. These conditions lead to an increased workload because the tasks must be completed within a relatively limited amount of time.

Several challenges identified during the study included room conditions that required more time to clean due to a high level of dirt, stains on bed sheets or blankets that necessitated replacement, and room cleaning requests from guests who had previously displayed a Do Not Disturb (DND) sign. These situations caused changes in the workflow because room attendants had to readjust the priorities of the tasks they had already planned.

An increased workload can affect work effectiveness if it is not balanced with proper

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time management, workforce management, and coordination. Research on workload shows that increased job demands within a limited timeframe can place pressure on employees and potentially affect the consistency of their performance (Okki Kurnia et al., 2023). Therefore, the ability to set priorities, maintain accuracy, and manage time is an essential competency for room attendants in busy operational conditions.

4. The Role of Inter-Section Coordination in Supporting Service Quality

The effectiveness of a room attendant's performance is not only influenced by individual competence in carrying out operational tasks, but also by the effectiveness of interdepartmental coordination within the hotel environment. Based on observations during the internship at Sheraton Grand Taipei, intensive coordination was carried out among the Housekeeping Department, supervisors, the Laundry Department, and the Front Office Department to ensure that every room could be prepared according to quality standards and on time. This coordination is part of the hotel's operational system, which aims to maintain smooth service processes, minimize delays, and ensure that guest needs can be met optimally.

The research findings indicate that coordination with housekeeping supervisors primarily functions as a quality control mechanism. After room attendants complete the cleaning process, supervisors conduct a final room inspection to ensure that all work procedures have been carried out in accordance with the Standard Operating Procedures (SOP), including room cleanliness, the completeness of guest amenities, the condition of facilities, and the arrangement of the room interior. If any discrepancies are found, supervisors provide feedback so that corrections can be made before the room status is changed to vacant clean. This mechanism demonstrates that supervision serves not only as an evaluation process but also as an effort to maintain the consistency of service quality that is the standard in international hotels.

Coordination is also carried out with the Laundry Department, which is responsible for providing clean linen, such as bed sheets, duvet covers, pillowcases, bath towels, hand towels, and other textile supplies. Based on observations, the availability of linen is one of the key factors determining the smooth operation of housekeeping. Under certain conditions, such as when hotel occupancy is high or when linen usage increases due to simultaneous guest turnover, limited linen inventory can delay room completion. Therefore, effective communication between the housekeeping and laundry departments is necessary to ensure

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that linen distribution can be carried out quickly according to operational needs. These findings indicate that the effectiveness of a room attendant's work depends not only on individual productivity but also on the internal logistical support provided by other departments.

In addition, coordination with the Front Office Department plays a crucial role because it is directly related to room status management and meeting guest needs. Information regarding check-in rooms, check-out rooms, stay-over rooms, and room status changes is obtained through the hotel information system jointly used by the Housekeeping and Front Office departments. Based on observations, one situation that frequently occurs is when a guest previously displayed a Do Not Disturb (DND) sign and later contacted the Guest Service Center or Front Office to request room cleaning in the afternoon. This situation requires the Front Office to immediately convey the information to Housekeeping so that the supervisor can rearrange the room attendants' work priorities. The speed of information delivery is a critical factor in ensuring that guest requests can be fulfilled without disrupting housekeeping operational targets or the room sales process.

Interdepartmental coordination is a form of service process integration that enables each department to work collaboratively in delivering a high-quality guest experience. In the hospitality industry, guest service is the result of collaboration among various work units; therefore, communication failures in one department can affect the overall quality of service. Kandampully, Zhang, et al. (2015) explain that customer experience in the hospitality industry is shaped through the integration of interconnected service processes. Therefore, the success of a service organization is determined not only by the service quality of each department but also by the organization's ability to coordinate all service activities consistently.

The findings of this study are also supported by Yu and To (2013), who state that cross-functional collaboration is one of the key factors in improving the operational effectiveness of service organizations. Effective interdepartmental communication enables rapid information exchange, more responsive decision-making, and collaborative resolution of operational problems. In the hotel context, good coordination among Housekeeping, Front Office, Laundry, Engineering, and other departments enhances operational efficiency while improving the quality of service received by guests.

From an operations management perspective, interdepartmental coordination also plays a role in creating service reliability, namely the hotel's ability to provide timely, accurate, and consistent service in accordance with customer expectations. Strong internal

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collaboration enhances service innovation and strengthens the organization's ability to deliver an outstanding customer experience. When communication among organizational units functions effectively, service processes become more efficient, operational errors can be minimized, and guest satisfaction tends to increase (Mareta & Frinaldi, 2025).

Based on the research findings, it can be concluded that interdepartmental coordination at Sheraton Grand Taipei is one of the main factors supporting the effectiveness of room attendants' performance. The integrated working relationship among Housekeeping, Supervisors, Laundry, and the Front Office enables changes in operational conditions to be handled quickly without compromising service quality. Thus, the effectiveness of housekeeping is determined not only by individual ability to clean rooms but also by the quality of communication, coordination, and integration of interdepartmental work processes that form the foundation of service in international hotels.

5. Implications of Room Attendant Performance on International Hotel Service Quality

The effectiveness of room attendants' work makes a highly significant contribution to hotel service quality because room conditions are one of the first service attributes received and evaluated by guests during their stay. In the hospitality industry, a room not only functions as an accommodation facility but is also the core product that determines guests' perceptions of the overall quality of hotel services. Therefore, the success of room attendants in maintaining cleanliness, tidiness, comfort, and the completeness of room facilities is an important factor in shaping the guest experience and customer satisfaction. At Sheraton Grand Taipei, the effectiveness of room attendants' work is reflected in their ability to complete the room cleaning process in accordance with Standard Operating Procedures (SOPs), maintain consistent cleanliness quality, meet job completion time targets, and adapt to changes in operational conditions without reducing the quality of their work. These findings indicate that work effectiveness is not only related to individual productivity but also to the ability to consistently maintain international hotel service standards. In other words, the success of housekeeping operations is measured not only by the number of rooms completed but also by the quality of rooms that are ready for guest use (room readiness) in accordance with company standards.

Clean, comfortable rooms with complete facilities are one of the main indicators influencing guests' perceptions of hotel service quality. (Akbaba, 2006) explains that the tangible dimension, which includes room cleanliness, facility conditions, the comfort of the

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physical environment, and the completeness of guest amenities, is the most dominant factor in shaping perceptions of service quality in the hospitality industry. Therefore, every activity carried out by room attendants, from changing linens and replenishing guest amenities to conducting the final inspection of room conditions, directly contributes to guests' evaluations of the hotel's service quality.

In addition to physical cleanliness, the results of this study indicate that the effectiveness of room attendants' work is also influenced by their ability to consistently implement SOPs, maintain work discipline, communicate with other departments, and adapt to hotel operational dynamics, such as changes in room status, special guest requests, and increased occupancy rates. These findings demonstrate that hotel service quality is the result of the integration of technical competence and behavioral competence possessed by housekeeping employees. Thus, human resource management within the housekeeping department plays a strategic role in maintaining the sustainability of hotel service quality.

The findings of this study are consistent with (Kandampully, Zhang, et al., 2015), who explain that service quality in the hospitality industry is shaped not only by direct interactions between employees and guests but also by the organization's ability to consistently create customer experiences through the integration of all service processes. In the context of housekeeping, this experience is realized through the availability of clean, comfortable, safe rooms that meet guests' expectations when they enter the hotel room. Failure to maintain consistent room quality can reduce guests' perceptions of the overall service quality, even if other departments have provided excellent service.

The results of this study also reinforce the findings of (Hugh Wilkins, Bill Merrilees, 2007), who state that hotel service quality is a multidimensional concept formed by the combination of physical quality, service interaction quality, and outcome quality. Housekeeping contributes directly to these three dimensions because the activities of room attendants not only produce physically clean rooms but also create a sense of comfort, safety, and trust among guests regarding the hotel's service standards. Therefore, the effectiveness of room attendants' work is one of the key determinants in building guest satisfaction while maintaining the hotel's international reputation.

Unlike most previous studies that analyzed hotel service quality using a quantitative approach based on customer perceptions or guest satisfaction levels, this study offers a different perspective through a case study approach involving direct observation of room attendants' operational activities in an international hotel. This approach enabled the

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researcher to gain a deeper understanding of the implementation of housekeeping operational standards in daily practice, including the various challenges faced by employees throughout the service process. Thus, this study not only explains the relationship between work effectiveness and service quality but also identifies the operational processes that serve as supporting and inhibiting factors in maintaining hotel service standards.

The contribution of this study lies in presenting empirical evidence on how the effectiveness of room attendants' work is built through a combination of compliance with SOPs, workload management, interdepartmental coordination, work discipline, and the ability to adapt to hotel operational dynamics. These findings enrich the body of knowledge on housekeeping management, which has largely focused on measuring customer satisfaction, by providing an operational perspective that explains the process through which service quality is created from the internal organizational perspective. The practical implications of this study highlight the importance of hotel investment in developing room attendants' competencies, strengthening supervision systems, improving cross-departmental coordination, and continuously evaluating the implementation of SOPs to ensure that service quality is maintained in accordance with international hotel standards.

6. Human Resource Management in Supporting the Effectiveness of Room Attendant Performance

The effectiveness of room attendants' performance at Sheraton Grand Taipei is not only determined by their technical skills in carrying out the room cleaning process but is also influenced by the human resource management system implemented in the Housekeeping Department. As the unit responsible for maintaining the cleanliness, comfort, safety, and readiness of guest rooms, room attendants require organizational support through a structured system of work allocation, training, supervision, and performance evaluation so that they can perform their duties in accordance with the Standard Operating Procedures (SOP) and international hotel service standards. Therefore, human resource management becomes one of the strategic factors determining the success of housekeeping operations as well as the overall quality of hotel service.

The observation results show that at the beginning of each shift, the Housekeeping Supervisor conducts a morning briefing followed by the distribution of room assignments to each room attendant. The task allocation considers the number of rooms to be handled, room types (check-out, stay-over, or vacant), the hotel's occupancy level, and the operational

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conditions on that particular day. This structured work allocation system provides clarity regarding each employee's responsibilities, making it easier to manage time, prioritize tasks, and use resources efficiently. In addition to increasing productivity, this mechanism also helps create a more balanced workload distribution so that the risk of work overload can be minimized.

The findings of this study indicate that the effectiveness of work allocation is one form of implementing the planning and organizing functions in human resource management. (Eduardo Salas, Scott I. Tannenbaum, Kurt Kraiger, Kimberly A. Smiith, 2012) explain that an effective HR management system must be able to assign employees according to their work capacity, competencies, and the organization's operational needs so that productivity can be achieved without compromising the quality of work. In the housekeeping context, proper room assignment allocation enables each room attendant to work more systematically, reduce waiting time, and improve room completion efficiency.

In addition to work allocation, competency improvement through training and development is also an important factor in supporting the effectiveness of room attendants' performance. Based on the observation results, every employee is provided with training on room cleaning techniques, the use of equipment and cleaning chemicals, occupational safety procedures, guest service, and the implementation of housekeeping SOPs. The training aims to ensure that every room attendant possesses a uniform standard of competency so that they are able to provide services in accordance with Marriott International standards.

Training plays a very important role in improving the quality of human resources because it not only strengthens technical skills (hard skills) but also develops behavioral competencies (soft skills), such as communication, work discipline, problem-solving abilities, and adaptability to changing operational situations. When the hotel's occupancy rate increases, these abilities become even more important because room attendants are required to complete their work quickly without reducing the quality of the results. This finding is consistent with the study by (Eduardo Salas, Scott I. Tannenbaum, Kurt Kraiger, Kimberly A. Smiith, 2012), which explains that systematically designed training can improve knowledge, skills, work behavior, and the performance of both individuals and organizations. The effectiveness of training is reflected not only in improved technical capabilities but also in employees' ability to apply what they have learned in actual work situations.

This study also supports the findings of (Lamus et al., 2025), which show that continuous training contributes to improving room attendants' competencies, particularly in maintaining

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service quality, increasing work efficiency, and reducing operational errors. In the context of Sheraton Grand Taipei, training serves as one of the organization's strategies for maintaining international hotel service standards amid operational dynamics and increasing guest expectations.

In addition to training, supervision is an important component of the human resource management system. Based on the observation results, the Housekeeping Supervisor acts not only as a supervisor but also as a coach for room attendants. After the cleaning process is completed, the supervisor inspects the room condition to ensure that all SOP stages have been carried out correctly, including room cleanliness, the completeness of guest amenities, the functionality of facilities, and the arrangement of the room's interior. If any discrepancies are found, the supervisor provides feedback and asks the room attendant to make corrections before the room is declared ready for guest use. This inspection system functions as a quality assurance mechanism that maintains consistency in service quality while also serving as a learning medium for employees.

The supervisor's role is not limited to technical supervision but also includes providing motivation, resolving operational problems, and making decisions when changes in working conditions occur. This is consistent with the study by (Tiara Maharani, Inayatul Husna, 2025), which states that the quality of room attendants' performance is influenced by supervisors' ability to provide guidance, conduct evaluations, and ensure that all work meets hotel service standards. Therefore, the success of housekeeping operations is the result of the interaction between individual competencies and the effectiveness of the organization's supervision system.

Another factor supporting the effectiveness of room attendants' work is cross-functional coordination. The observation results indicate that the Housekeeping Department routinely coordinates with the Laundry Department regarding the availability of linen, such as bed sheets, duvet covers, pillowcases, bath towels, and hand towels. Adequate linen availability is an essential prerequisite for ensuring that the room cleaning process can proceed without interruption. In addition, communication with the Front Office Department is carried out to update room status, receive information regarding check-in and check-out guests, and follow up on guests' special requests, including room status changes resulting from the removal of the Do Not Disturb (DND) sign. Effective coordination enables every change in operational conditions to be addressed immediately, thereby minimizing service delays.

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The importance of cross-functional coordination is also explained by (Yu & To, 2013), who state that collaboration among work units is an important factor in improving the operational effectiveness of service organizations. Rapid and accurate information exchange enables each department to respond more effectively to changing customer needs, allowing service quality to be maintained consistently.

Overall, the study results indicate that the effectiveness of room attendants' performance is the result of the integration of various human resource management practices, including well-planned work allocation, continuous training, systematic supervision, and effective cross-departmental coordination. These four aspects complement one another in creating a work environment that supports productivity while maintaining hotel service quality. Therefore, human resource management in the Housekeeping Department functions not only as an administrative activity but also as an organizational strategy for maintaining the competitiveness and reputation of Sheraton Grand Taipei as an international luxury hotel.

CONCLUSION

Based on the research findings, the performance effectiveness of room attendants at Sheraton Grand Taipei is an important factor in supporting the service quality of an international hotel. This effectiveness is determined not only by technical skills in cleaning rooms, but also by the ability to perform tasks in accordance with Standard Operating Procedures (SOP), manage working time, maintain consistent cleanliness quality, and adapt to the dynamics of hotel operations. The observation results indicate that the difference in completion time between check-out rooms and stay-over rooms reflects different levels of work complexity. Therefore, work effectiveness is more appropriately measured through a balance between productivity and the quality of work results rather than merely the speed of task completion.

The implementation of SOPs has proven to be the primary foundation for maintaining consistency in housekeeping services. Every stage of room cleaning is carried out systematically so that all rooms meet the established standards of cleanliness, comfort, safety, and facility completeness. Compliance with SOPs also functions as a quality control mechanism that minimizes operational errors and ensures consistent service quality, even when the work is performed by different room attendants.

This study also shows that workload is one of the main challenges in housekeeping operations. High hotel occupancy rates, variations in room conditions, special guest requests, and

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changes in room status due to Do Not Disturb (DND) signs require room attendants to be capable of setting priorities, managing their time, and adapting to changing work situations. Nevertheless, through well-planned work allocation, effective operational coordination, and supervisor support, these challenges can be managed without compromising the quality of service provided to guests.

In addition to individual factors, the effectiveness of room attendants' performance is greatly influenced by interdepartmental coordination, particularly with supervisors, the Laundry Department, and the Front Office Department. Effective coordination ensures the availability of linens as needed, timely updates of room status, and responsive handling of guest requests. This integration of work processes across departments supports the smooth operation of housekeeping while simultaneously improving the overall efficiency of hotel services.

From a human resource management perspective, the effectiveness of room attendants' performance is supported by a human resource management system that includes proportional room assignment distribution, continuous training, systematic supervision, and performance evaluation. This management approach not only enhances employees' technical competencies but also strengthens work discipline, responsibility, communication skills, and service orientation. Thus, a structured human resource management system becomes one of the strategic factors in maintaining the service quality of an international hotel.

This study makes an empirical contribution by directly describing the operational implementation of housekeeping in an international hotel through a case study approach. Unlike previous studies, which generally assessed service quality based on guest perceptions or satisfaction, this research demonstrates that hotel service quality is built through the effectiveness of internal work processes, particularly the activities of room attendants. These findings confirm that successful housekeeping operations are the result of the integration of individual competencies, compliance with SOPs, workload management, cross-departmental coordination, and an effective human resource management system. Therefore, improving hotel service quality requires not only investment in physical facilities but also investment in employee competency development, strengthening supervision systems, and optimizing operational coordination as part of efforts to maintain international hotel service standards.

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