



## Unveiling the Factors Shaping Room Attendant Performance at the Westin Langkawi Resort & Spa

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### ABSTRACT

This research aims to analyze the factors influencing the performance of Room Attendants at The Westin Langkawi Resort & Spa by applying Gibson's theory (2012), which categorizes performance drivers into three main factors: individual, psychological, and organizational. A descriptive quantitative approach was used, with a total sampling technique involving all 18 Room Attendants as respondents. Data were collected using questionnaires and analyzed descriptively by calculating the mean value for each indicator. The results reveal that organizational factors (mean = 4.09) have the greatest influence on performance, with the reward indicator being the most dominant (mean = 4.78). Psychological factors ranked second (mean = 4.08), where motivation emerged as the highest contributing indicator (mean = 4.83). Individual factors showed a mean score of 3.73, with ability being the most significant indicator within this category (mean = 4.22). These findings indicate that organizational support and motivational factors play a crucial role in enhancing the performance of Room Attendants in the hospitality industry.

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## INTRODUCTION

Performance is a critical element that reflects an individual's work achievement within an organization. In the hospitality industry, particularly in the Housekeeping Department, the performance of Room Attendants plays a key role in ensuring guest comfort and satisfaction. According to Wahyudi (2022), performance originates from the term job performance or actual performance, referring to the actual accomplishments achieved by an individual in carrying out their duties. Categorizes performance determinants into three main factors: individual factors, psychological factors, and organizational factors Gibson (2012). Individual factors include abilities, skills, background, and demographics; psychological factors consist of perception, attitude, personality, learning, and motivation; while organizational factors encompass resources, leadership, rewards, structure, and job design (Kensbock et al., 2016).

The performance of Room Attendants directly influences the guest experience during their stay. Emphasize that strong performance by Room Attendants significantly enhances customer satisfaction and contributes to guest loyalty (Deiana & Fabbri, 2020). However, performance is not only assessed by how quickly tasks are completed but also by the quality of the work and the guest's satisfaction with room cleanliness.

The Westin Langkawi Resort & Spa, a five-star property under Marriott International, primarily serves leisure travelers. As a premium brand, the hotel sets high standards for cleanliness and guest service. However, based on an interview conducted with the Room Supervisor on February 26, 2025, there were indications of declining Room Attendant performance, particularly in accuracy and adherence to Standard Operating Procedures (SOPs). The findings from the interviews are supported by the GuestVoice data for the period of January to December 2024.



Source: Housekeeping Department, The Westin Langkawi Resort & Spa

**Figure 1. Cleanliness Guest Voice**

Internal GuestVoice reports from 2024 revealed that the average room cleanliness score was only 63.8—still below the hotel's target of 65. In particular, the months of January, April, and August recorded significantly lower scores, all below 54. This issue is further reinforced by guest complaints recorded on online travel platforms such as TripAdvisor and Marriott Bonvoy, with a total of 24 complaints concerning room cleanliness, bathroom hygiene, and staff attitude.

One guest even stated, “cleanliness could be much improved,” highlighting dissatisfaction with Housekeeping services.

Although the hotel has implemented various initiatives such as regular staff training, briefings on SOPs and product knowledge, and annual events like International Housekeeping Week these efforts have yet to produce optimal results (Manurung, 2021). This situation underscores the need for a more in-depth evaluation of the factors influencing room attendants’ performance.

## LITERATURE REVIEW

### *Definition of Performance*

Performance can be defined as an individual’s ability to carry out a particular skill. According to, performance refers to the results achieved in terms of quality and quantity in accordance with the duties and responsibilities assigned to an individual (Thoriq et al., 2024). States that performance is the achievement attained by a person in carrying out their tasks or work in accordance with the standards and criteria established for that job.

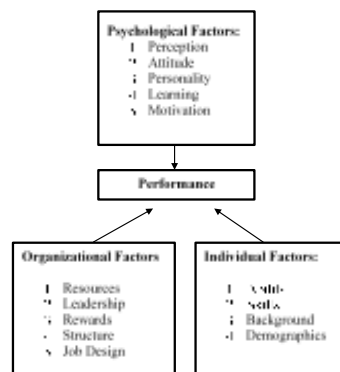
Performance as the process of performing work and the outcomes derived from it (Kensbock et al., 2016). Performance encompasses both what is done and how it is done. It represents the achievement of an individual’s work results, based on quality and quantity, as a measure of work performance within a specific time period and aligned with their duties and responsibilities (Prayogi & Adhistyo Wijoyo, 2025). Based on the above explanations, it can be concluded that performance is the work result achieved by an individual in accordance with their assigned duties and responsibilities.

### *Performance Theory*

According to Gibson (2012), a person’s performance is influenced by three main factors: individual factors, psychological factors, and organizational factors. The first factor affecting performance is individual factors, which include ability, skills, background, and demographics. Ability refers to an attribute (either innate or learned) that enables a person to perform something mentally or physically. Skills are essential attributes that an individual must possess to carry out a task effectively. Background and demographic characteristics also influence a person’s behavior; according to Gibson, background includes family background, experience, education, age, and gender.

The second factor influencing performance is psychological factors, which include perception and attitude, personality, learning, and motivation. Perception leads individuals to view the same thing differently from others. Attitude is a mental state learned through experience that has a specific influence on an individual’s behavior. Personality refers to traits reflected in one’s attitude that differentiate an individual from others; it affects how a person behaves and approaches their work. Learning is any change in behavior resulting from experience. Motivation is a psychological characteristic that contributes to an individual’s level of commitment.

The third factor is organizational factors, which include resources, leadership, rewards, structure, and job design. Resources refer to anything that can support an individual's work. Rewards are acknowledgments of the achievement of specific goals, and granting them can influence motivation, thereby encouraging individuals to be more enthusiastic in completing their tasks. Leadership plays a crucial role in the performance of individuals, groups, and the organization as a whole. In addition, a clear organizational structure and job design assist leaders in delegating tasks and responsibilities effectively to their members.



Source : Performance Theory – Gibson (2012)

**Figure 2. Performance Theory**

### ***Performance Indicators***

According to Velimirović et al. (2011), there are several performance indicators as follows:

- a. Quality  
Quality refers to the level of accuracy and appropriateness of the work performed by an employee.
- b. Quantity  
Quantity refers to the amount of time an employee spends working in a day. This indicator can be observed from the speed at which each employee completes their tasks.
- c. Task Execution  
Task execution is the employee's ability to complete work accurately and with minimal errors.
- d. Responsibility Toward Work  
Responsibility toward work relates to the employee's awareness in carrying out the duties and responsibilities assigned by the company.

### ***Performance Appraisal***

Performance appraisal is a systematic process used to evaluate the extent to which an employee successfully carries out their duties and responsibilities within an organization. According to Evita et al (2019), performance appraisal is the process of assessing how well employees perform their jobs compared to a set standard, and then communicating that information. The results of this appraisal serve as the basis for evaluating employee performance and designing

the necessary improvements (Prayogi & Adhistyo Wijoyo, 2025). Performance appraisal is intended as an effort to enhance and improve employee performance.

### ***Room Attendant***

According to Ayu Suriyani et al. (2023), a Room Attendant is a staff member in the Floor Section responsible for maintaining the cleanliness, comfort, tidiness, and completeness of guest rooms. Room Attendant is part of the Housekeeping Department, responsible for ensuring cleanliness, aesthetics, and guest comfort during their stay at the hotel (Ramadhan & Jatmiko, 2023). These duties include room maintenance, providing facilities according to standards, and coordinating with the Room Supervisor as the direct overseer of staff performance. Based on these expert opinions, it can be concluded that a Room Attendant is a staff member responsible for the cleanliness, comfort, tidiness, and completeness of hotel guest rooms.

## **METHODOLOGY**

The research employed a quantitative approach, using data collected primarily through questionnaires distributed to all 18 Room Attendant staff members at The Westin Langkawi Resort & Spa to assess factors influencing their performance based on Gibson's theory, which includes individual, psychological, and organizational factors. Primary data were obtained directly from respondents through questionnaires and interviews with the Room Attendant Supervisor, while secondary data were gathered indirectly from documents such as hotel profiles and guest complaints sourced from online travel agents. Data collection techniques included a closed-ended Likert scale questionnaire, documentation review of guest feedback, and structured interviews to gain deeper insights into performance issues. The data were analyzed using descriptive quantitative analysis, in which qualitative findings were presented narratively and quantitative data were processed numerically to provide a clear picture of performance trends and support data-driven interpretations and recommendations. Qualitative data are presented in narrative form to draw conclusions, while quantitative data in numerical form are processed using the following formula:

$$MEAN = \frac{X = (F1 \times 1 + F2 \times 2 + F3 \times 3 + F4 \times 4 + F5 \times 5)}{\sum F1 + F2 + F3 + F4 + F5}$$

Description:

F = Frequency of respondents' answers

X = Score given by respondents for each Likert scale item

- a. The range of results is calculated as follows:

**Number of Classes = 5**

b. **Range**

Range (R) = Highest Value - Lowest Value

Range (R) = 5 - 1 = 4

c. **Class Interval**

$C = R \div K$

$C = 4 \div 5 = 0.8$

<b>Category Interpretation:</b>	
1.00 to < 1.80	Strongly Disagree
1.81 to < 2.60	Disagree
2.61 to < 3.40	Moderately Agree
3.41 to < 4.20	Agree
4.20 to < 5.00	Strongly Agree

## RESEARCH RESULTS

This research aims to identify the factors influencing the performance of Room Attendants at The Westin Langkawi Resort & Spa. Data collection was conducted using a Google Form-based questionnaire distributed via the link, selected for reasons of efficiency and respondent accessibility. The research involved 18 Room Attendants as respondents, with 14 questions developed based on Gibson's (2012) theory regarding three factors affecting performance, namely individual, psychological, and organizational factors. Each factor was represented by a set of indicators relevant to the working conditions of Room Attendants.

The characteristics of the respondents indicate that the majority of Room Attendants at The Westin Langkawi Resort & Spa were male (66.7%), while female respondents accounted for 33.3%. In terms of age, most respondents (44.4%) were under 25 years old, followed by 33.3% in the 36–45 age range, 16.7% between 26 and 35 years, and only 5.6% above 45 years, suggesting that the workforce is largely within the productive age category, particularly the 25–45 age range often considered the peak of productivity due to the balance of physical ability and work experience. Regarding tenure, 38.9% of respondents had worked for 1–5 years, 22.2% for 6–10 years, another 22.2% for 11–15 years, and 16.7% for more than 20 years, indicating a composition that includes both relatively new employees and experienced staff.

### *Tabulated Results of the Research Variables*

The tabulation results describe the responses of Room Attendants to the questionnaire statements. The responses for each variable provide a clear overview of the respective research variables. Table 4.4 presents the tabulated results of the questionnaire.

Table 1. Tabulation of Data on Factors Influencing the Performance of Room Attendants

No	Statement	Total Score	Mean
<b>Individual Factors</b>			
1	I have mastered the techniques of cleaning rooms in accordance with hotel SOPs.	76	4.22
2	I am competent in using cleaning materials and tools.	69	3.83
3	Work experience influences the quality of my current performance.	62	3.44
4	My age and physical condition support the smooth execution of my tasks.	62	3.44
<b>Psychological Factors</b>			
5	I understand that the quality of room cleanliness is crucial to guest satisfaction.	69	3.83
6	A friendly and responsive attitude toward guest requests improves my performance.	71	3.94
7	A meticulous and detail-oriented personality helps me maintain room cleanliness standards.	68	3.78
8	I continuously strive to improve my competencies.	72	4.00
9	Recognition from supervisors and guests motivates me to work better.	87	4.83
<b>Organizational Factors</b>			
10	Cleaning equipment and materials are sufficiently available.	67	3.72
11	Supervisor instructions regarding SOPs are clear.	71	3.94
12	Bonuses and incentives at the hotel motivate me to work better.	86	4.78
13	The workload is in accordance with hotel standards.	72	4.00
14	Work shift distribution is aligned with hotel standards.		

## DISCUSSION

This section discusses the results of the research obtained through questionnaires and interviews, analyzed using Gibson's theoretical framework, which categorizes performance determinants into individual, psychological, and organizational factors.

### *Individual Factors*

The analysis shows that ability is the most dominant indicator, with the highest mean score (4.22), reflecting that Room Attendants generally master the technical skills required to clean rooms in accordance with hotel SOPs. This is consistent, which emphasizes that structured training enhances both technical ability and confidence in task execution (Baquero, 2023). This outcome is supported by consistent training in SOPs and product knowledge provided by

the hotel. Skills, with a mean of 3.83, were also rated positively, though interviews revealed that limited and worn-out equipment constrained their optimal use. Background and demographic indicators, both scoring 3.44, were considered less influential. Work experience was often perceived as less relevant due to differences in job characteristics, while age was not viewed as a major determinant of performance as long as tasks were completed on time. Overall, the individual factor obtained a mean score of 3.73, indicating agreement but with notable limitations in resources that hinder maximum skill utilization.

### ***Psychological Factors***

All indicators scored within the “agree” to “strongly agree” categories, with an overall mean of 4.08. Motivation emerged as the most influential factor (4.83), highlighting the significant role of recognition from supervisors and guests in enhancing performance, consistent with Herzberg’s motivation theory (Andrade et al., 2021). Other indicators such as attitude (3.94) and perception (3.83) confirmed the importance of friendliness and responsiveness in guest interactions. Personality (3.78) was valued but was reported to be affected by heavy workloads, which limited attention to detail. Learning (4.00) reflected a strong willingness among Room Attendants to improve their competencies, although the effectiveness of training programs was noted to require better alignment with practical needs. Recognition from supervisors and guests was found to substantially enhance performance, consistent with Herzberg’s motivation theory and supported by the qualitative study.

### ***Organizational Factors***

The organizational dimension recorded an overall mean score of 4.09, with rewards being the most dominant indicator (4.78). Bonuses, incentives, and employee recognition programs were perceived as strong motivators for improved performance. Leadership scored 3.94, with respondents acknowledging the clarity of instructions but expressing a preference for more communicative and empathetic leadership practices. Resources (3.72) were rated lower due to complaints about outdated equipment, which reduced efficiency. Structure and job design (both 4.00) were generally rated positively, though workload distribution and shift scheduling were reported to be occasionally imbalanced, especially when room assignments exceeded standard expectations (Baquero, 2023).

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the analysis of factors influencing the performance of Room Attendants at The Westin Langkawi Resort & Spa, it was found that organizational factors exert the greatest influence. Among all indicators examined, rewards emerged as the most significant, indicating that the provision of incentives, bonuses, and other forms of appreciation is highly effective in enhancing motivation and performance. The motivation indicator also demonstrated a strong impact, showing that the encouragement derived from

recognition further strengthens the work spirit of Room Attendants. Additionally, ability contributed positively, emphasizing that mastery of work techniques in accordance with SOPs is essential in supporting productivity.

In line with these findings, it is recommended that the Housekeeping management of The Westin Langkawi Resort & Spa continues to strengthen organizational aspects, particularly in terms of recognition for Room Attendants, whether in the form of financial incentives or non-material appreciation. A consistent reward system will reinforce work motivation and foster a more productive work environment. Furthermore, management should also ensure the adequacy and quality of work facilities so that the technical competencies of Room Attendants can be fully optimized.

### **FURTHER STUDY**

Future research on the performance of Room Attendants could expand the scope of analysis by involving larger samples across multiple hotels to enable broader generalization of findings. Researchers may also consider adopting a mixed-methods approach that integrates surveys with direct observations of work practices to gain deeper insights into the relationship between technical ability, motivation, and organizational support. In addition, longitudinal research are recommended to examine how performance evolves over time in response to training programs, reward systems, and changes in workplace facilities. Finally, future research could explore external factors such as cultural differences, customer expectations, and technological innovations in housekeeping operations, which may further shape employee performance outcomes.

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