



Enhancing Guest Satisfaction through Human Resource Quality and Hotel Facilities: A Strategic Approach

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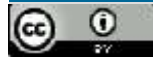
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ABSTRACT

This research aims to explore the integration of human resource development and facility management in enhancing guest satisfaction within the hospitality industry. Using a qualitative research approach, semi-structured interviews were conducted with heads of hotel departments, including front office, housekeeping, food and beverage, and human resources managers, to gather insights into the strategic management of staff and facilities. The study highlights the importance of training, employee engagement, leadership, and facility maintenance in creating positive guest experiences. Key findings show that coordinated investments in both human resources and hotel infrastructure lead to higher guest satisfaction, with technological advancements and sustainability initiatives emerging as critical factors. The research provides valuable insights for hotel managers seeking to balance human resource and facility management strategies to improve service quality, strengthen brand reputation, and achieve a competitive edge in the hospitality industry. The originality of this study lies in its holistic approach to understanding the interconnectedness of these two aspects of hotel management, contributing to the field by offering practical recommendations for enhancing guest satisfaction and operational success.

INTRODUCTION

The hospitality industry is marked by fierce competition, with guest satisfaction serving as the cornerstone of a hotel's success. As consumer preferences evolve, hotels are increasingly tasked with not only meeting but exceeding expectations in service delivery and facilities management. This necessitates a strategic approach that goes beyond basic service provision, requiring continuous investment in human resources and hotel infrastructure. The quality of service, driven by well-trained, motivated employees, is a primary factor in shaping guest perceptions and experiences, influencing everything from initial impressions to repeat visits. Similarly, the physical environment, including the maintenance and modernity of hotel facilities, plays an equally significant role in determining satisfaction levels. Guests expect seamless service paired with amenities that offer both comfort and convenience, such as state-of-the-art technology, fitness centres, and eco-friendly initiatives. When both human resources and facilities are well-managed and integrated, they create a holistic experience that enhances guest loyalty, strengthens the hotel's reputation, and positions the establishment for long-term success in a saturated market. Hotels that fail to balance these elements risk losing competitive advantage, underscoring the need for a comprehensive, forward-thinking management strategy that adapts to shifting guest expectations and industry trends.

Human resource quality is one of the most influential factors in shaping the guest experience, directly impacting both the emotional and practical aspects of a hotel stay (Aboramadan 2021). Every interaction between hotel staff and guests—from the welcoming smile at the front desk to the attentive service from food and beverage staff—affects the overall impression of the hotel. To achieve exceptional service, it's not only about hiring skilled personnel but also fostering an environment that nurtures their growth and motivation (Bénet 2022). Continuous, targeted training programs are crucial for equipping employees with the skills needed to handle diverse guest needs, solve problems efficiently, and maintain high standards of hospitality. Furthermore, employee engagement initiatives—such as recognition, career development opportunities, and fostering a sense of ownership—can elevate their performance, making them feel more invested in the hotel's success (Ababneh 2021). Leadership plays a pivotal role in shaping a supportive workplace culture where staff feel valued and empowered, encouraging them to go beyond the basic requirements of their roles. A motivated, well-supported workforce is more likely to exhibit a positive attitude and provide personalized service, enhancing guest satisfaction and loyalty (Alzoubi 2021). Additionally, focusing on employee well-being through work-life balance, fair compensation, and a positive organizational culture not only reduces turnover but also ensures consistency in service, leading to a higher standard of guest experience. Ultimately, when employees are satisfied and well-trained, they become ambassadors of the hotel, fostering an environment where guests feel welcome, cared for, and eager to return (Adhistyo, Hardiani, and ... 2021).

Hotel facilities are integral to shaping the guest experience, as they directly influence the comfort, convenience, and overall satisfaction of visitors (Baquero 2023). Modern travellers have increasingly high expectations for amenities, seeking not just a clean room but a comprehensive, hassle-free stay that includes state-of-the-art technology, luxurious recreational options, and functional services (Buulolo and Setyaningrum 2023). High-speed internet, for example, is no longer a luxury but a necessity, while well-maintained fitness centers, spas, and dining options can elevate the entire experience. The quality of these facilities directly impacts the hotel's reputation and the likelihood of repeat visits, as guests tend to share their experiences online, where negative reviews about outdated or poorly maintained amenities can quickly tarnish a hotel's image (Dasandara, Dissanayake, and Fernando 2022). Moreover, the failure to maintain or upgrade facilities regularly can lead to dissatisfaction, which is often reflected in lower occupancy rates and declining revenue. To stay competitive, hotels must not only keep up with the latest trends and technological advancements, such as offering mobile check-in, digital room keys, or sustainability-focused practices, but they must also prioritize maintaining and upgrading their physical infrastructure. This includes regular inspections, repairs, and the thoughtful incorporation of environmentally friendly practices like energy-efficient lighting and water-saving systems. Hotels that strategically invest in their facilities while balancing functionality, aesthetics, and sustainability are more likely to meet and exceed guest expectations, ensuring a positive reputation, fostering customer loyalty, and securing a competitive edge in the marketplace (Khadafi, Hanny, and Anugrah 2022).

The interplay between human resource quality and hotel facilities in enhancing guest satisfaction highlights the need for a holistic approach to hotel management. While each factor independently contributes to the guest experience, their combined impact is even more significant. A well-trained staff complemented by high-quality facilities creates an environment where guests feel valued, comfortable, and satisfied. By adopting a strategic approach that integrates both human resource development and facility management, hotels can not only improve guest satisfaction but also strengthen their market positioning in an increasingly competitive hospitality landscape.

Despite the recognized importance of human resource quality and hotel facilities in influencing guest satisfaction, there remains a gap in understanding the most effective strategies for integrating these elements in a cohesive management approach. Many hotels struggle to balance investments in staff training and facility improvements while ensuring profitability and operational efficiency. This study seeks to address this gap by examining the interplay between human resource quality and hotel facilities, identifying the key factors that contribute to optimal guest satisfaction, and exploring how hotels can strategically enhance their service offerings. The primary research question guiding this study is: How can hotels strategically integrate human resource development and facility management to maximize guest satisfaction in a competitive hospitality industry?

LITERATURE REVIEW

Hotel Guest Satisfaction

Guest satisfaction remains a cornerstone of hotel success, deeply influencing customer loyalty, brand reputation, and overall profitability (Aakash 2021). Satisfaction arises from a cognitive comparison between guests' expectations and the actual service they receive, with any discrepancies affecting their perception of quality. In today's competitive hospitality market, the ability to meet or exceed guest expectations is more critical than ever (Adhistyo et al. 2021). Key factors such as personalized service, prompt responsiveness, and the effective resolution of issues are pivotal in ensuring positive guest experiences. Personalization, in particular, allows hotels to tailor services to individual preferences, which enhances satisfaction by making guests feel valued and understood (Alrawadieh 2019). The importance of service recovery cannot be overstated either, as efficient problem resolution can transform a potentially negative experience into a positive one, leading to increased customer loyalty. Moreover, in the age of digital influence, online reviews and word-of-mouth communication play a significant role in shaping prospective customers' perceptions of a hotel (Abdullah 2022). Therefore, hotel management must adopt a proactive approach to guest engagement, fostering a culture of continuous improvement. By addressing guest needs swiftly, offering personalized experiences, and leveraging online feedback to refine service offerings, hotels can create lasting impressions, increase customer retention, and strengthen their competitive position in the marketplace.

Hotel Facilities

Hotel facilities are integral to the overall guest experience, with their quality and maintenance directly influencing perceptions of value, comfort, and service excellence. Modern, well-maintained facilities are crucial for enhancing guest satisfaction, as they signal to guests that their needs are being met with attention to detail and high standards (Abrudan 2020). Amenities like high-speed internet, fitness centres, and luxurious bedding have become essential expectations for today's travellers, such offerings contribute not only to immediate satisfaction but also to long-term customer loyalty and retention (Dasandara et al. 2022). Sustainable design features, such as energy-efficient systems, green building certifications, and eco-friendly amenities, are increasingly valued by environmentally conscious guests, reinforcing a hotel's commitment to sustainability. Cleanliness and maintenance are among the most critical elements influencing guest reviews and repeat business (Wijoyo 2023). A failure to meet these basic standards can result in negative reviews, damaging a hotel's reputation and hindering guest loyalty (Moyeenudin 2020). Given the competitive nature of the hospitality industry, hotel management must prioritize continual investment in infrastructure, ensuring that facilities are regularly updated to stay ahead of emerging trends and meet the evolving expectations of guests. By maintaining high-quality, modern amenities and upholding cleanliness standards, hotels can not only improve guest satisfaction but also foster positive word-of-mouth and drive long-term success in a highly dynamic market.

Hotel Human Resource Quality

The quality of human resources in hotels is undeniably a cornerstone of delivering exceptional service and enhancing guest satisfaction. Employee training and motivation directly influence service delivery, as well-trained employees are more equipped to meet guest needs effectively and efficiently (Ramadhani and Septemuryantoro 2023). A customer-oriented workforce, shaped by a strong organizational culture and effective leadership, is essential for maintaining high service standards. Leadership practices that encourage open communication, staff recognition, and professional development cultivate a sense of ownership and pride among employees, which translates into more personalized and attentive service for guests (Yusoff et al. 2020). Additionally, the critical link between employee satisfaction and guest satisfaction, noting that when employees are happy and feel valued, they are more likely to provide exceptional service, creating a positive ripple effect for customers (Bousri 2018). Hotels that invest in comprehensive HR policies, including competitive compensation, career development programs, and a supportive work environment, not only improve employee retention but also enhance the guest experience, ensuring long-term business success (Valdivieso et al. 2021). A strategic focus on human resource development, therefore, is not only a means of improving service quality but also a key to cultivating a competitive advantage in a highly service-driven industry. By fostering an engaged, well-trained, and motivated workforce, hotels can consistently meet or exceed guest expectations, leading to higher customer satisfaction, repeat business, and positive word-of-mouth recommendations.

METHODOLOGY

This study employs a qualitative research approach to gain an in-depth understanding of the strategic integration of human resource development and hotel facilities in enhancing guest satisfaction. Qualitative research is particularly suitable for exploring complex human interactions, managerial perspectives, and organizational strategies that influence service quality and customer experience. Through this approach, the study seeks to uncover rich insights that are often overlooked in quantitative analyses, emphasizing subjective experiences and managerial decision-making processes within the hospitality sector. The research will utilize semi-structured interviews as the primary data collection method, targeting key informants who play a critical role in hotel operations. Specifically, the study will focus on heads of departments, including the front office manager, housekeeping manager, food and beverage manager, and human resources manager. These informants are strategically selected because of their direct involvement in shaping both employee performance and facility management. Their perspectives will provide valuable insights into the policies, challenges, and best practices associated with maintaining high standards of service and infrastructure in the hotel industry.

Data collection will be conducted through in-depth interviews, allowing for flexible and open-ended discussions that enable participants to elaborate on

their experiences and perspectives. The interview questions will be designed to explore various aspects of hotel management, such as staff training programs, facility maintenance strategies, customer feedback mechanisms, and service improvement initiatives. By analysing these responses, the study aims to identify common themes, patterns, and best practices that contribute to the successful integration of human resources and facility management in maximizing guest satisfaction. To ensure the reliability and validity of the findings, the study will adopt a thematic analysis approach for data interpretation. This method involves coding and categorizing interview transcripts to identify key themes and relationships that emerge from the data. Thematic analysis allows for a systematic examination of qualitative data, ensuring that the findings accurately represent the perspectives of the informants. Additionally, triangulation will be employed by cross-referencing interview data with secondary sources such as industry reports, hotel performance metrics, and customer feedback reviews. This approach will enhance the credibility of the study and provide a comprehensive understanding of the research topic.

RESULT AND DISCUSSION

Key Themes in Human Resource Development and Its Impact on Guest Satisfaction The findings from the interviews highlight the significant role of human resource development in enhancing guest satisfaction. Across the interviewed department heads, three primary themes emerged:

1. **Training and Skill Development:** Most informants emphasized the necessity of continuous training programs to improve service quality. Hotels that implemented structured training programs for employees demonstrated higher guest satisfaction levels. Training topics included customer service etiquette, problem-solving, and language proficiency, which contributed to positive guest experiences.
2. **Employee Engagement and Motivation:** Employee motivation was found to be a key factor in service performance. Hotels that fostered a supportive work environment and provided incentives, such as performance-based rewards and career development opportunities, reported increased staff motivation and engagement. This, in turn, resulted in more personalized and attentive guest interactions.
3. **Leadership and Organizational Culture:** Effective leadership was identified as crucial in shaping a customer-centric culture within hotels. Managers who promoted open communication, recognized employee efforts, and encouraged teamwork created an environment where staff felt valued and performed better in service delivery. Informants noted that strong leadership positively influenced both employee satisfaction and guest perceptions of service quality.

Impact of Hotel Facilities on Guest Satisfaction The research also revealed the importance of hotel facilities in shaping guest experiences. Three main themes emerged from the data:

1. **Facility Maintenance and Cleanliness:** Cleanliness and maintenance were highlighted as non-negotiable factors affecting guest satisfaction. Hotels that prioritized regular maintenance schedules and cleanliness standards received consistently positive reviews. In contrast, outdated or poorly maintained facilities were associated with negative guest feedback and lower retention rates.
2. **Technological Advancements and Modern Amenities:** Informants pointed to the increasing expectation for modern amenities such as high-speed internet, smart room technology, and updated fitness and wellness centers. Hotels that invested in technological upgrades and contemporary designs experienced higher levels of guest satisfaction, as these improvements contributed to enhanced convenience and comfort.
3. **Sustainability and Eco-Friendly Initiatives:** Sustainable practices, including energy-efficient infrastructure, waste reduction programs, and eco-friendly amenities, were found to be increasingly valued by guests. Hotels that implemented green initiatives received positive recognition and attracted environmentally conscious travellers, thereby strengthening guest satisfaction and brand reputation.

Integration of Human Resource Development and Facility Management

The interplay between human resources and hotel facilities emerged as a critical factor in maximizing guest satisfaction. The findings indicate that hotels that successfully integrated these two aspects demonstrated superior service quality and guest experiences. Three key patterns were identified:

1. **Coordinated Investment Strategies:** Hotels that balanced investments in staff training and facility upgrades saw the most significant improvements in guest satisfaction. Informants noted that prioritizing both aspects rather than focusing on one led to a more holistic service enhancement.
2. **Guest-Centric Operational Policies:** Successful hotels adopted operational policies that aligned human resource management with facility maintenance. For instance, front office staff were trained to handle guest feedback efficiently, ensuring that any facility-related complaints were addressed promptly, leading to improved guest retention.
3. **Continuous Improvement Initiatives:** Hotels that regularly assessed both employee performance and facility conditions through guest feedback mechanisms demonstrated higher adaptability to changing customer preferences. Implementing data-driven decisions allowed these hotels to refine their service strategies effectively.

The findings collectively underscore the necessity of a strategic and integrated approach to managing human resources and hotel facilities to optimize guest satisfaction. By leveraging both elements effectively, hotels can achieve a competitive advantage in the hospitality industry.

Training and Skill Development

Continuous training programs are a vital component in elevating service quality and boosting guest satisfaction in the hospitality industry. By offering structured and comprehensive training initiatives, hotels equip their employees with the necessary technical expertise and interpersonal skills to deliver exceptional service. Training in areas like customer service etiquette, problem-solving, communication skills, and language proficiency ensures that employees can engage effectively with a diverse clientele and address challenges with confidence and efficiency. This proactive approach not only enhances the guest experience by creating smooth, personalized interactions but also fosters a culture of excellence within the organization. Furthermore, when employees undergo professional development, they are more likely to feel valued and invested in their roles, resulting in higher job satisfaction, increased motivation, and a greater commitment to upholding the hotel's standards. As employees become more adept in handling various situations and meeting guest expectations, they contribute to building the hotel's reputation for exceptional service. Over time, this focus on continuous improvement can create a virtuous cycle where well-trained staff consistently elevate guest experiences, leading to increased customer loyalty, positive reviews, and a sustainable competitive edge in a crowded hospitality market. In essence, ongoing training programs not only improve the immediate quality of service but also serve as an investment in long-term success and brand distinction.

Employee Engagement and Motivation

Motivating employees is a key strategy for enhancing service delivery and elevating guest satisfaction in the hospitality industry. When hotels invest in creating an environment that encourages and supports their employees, it significantly impacts their performance and, in turn, the quality of service provided. Incentives, such as performance-based rewards, bonuses, and recognition programs, not only inspire employees to go above and beyond in their roles but also promote a sense of ownership and pride in their work. Career development opportunities, including training programs, mentorship, and advancement prospects, foster a culture of growth and self-improvement, ensuring that employees remain engaged and dedicated to their roles. Additionally, a supportive work environment that prioritizes employee well-being, open communication, and work-life balance contributes to greater job satisfaction and motivation. Motivated employees approach their tasks with enthusiasm, proactively addressing guest needs and anticipating their preferences, which creates more personalized, memorable experiences for guests. This level of dedication often leads to higher levels of guest loyalty and repeat visits, as guests recognize the exceptional care and attention they receive. Furthermore, by fostering a culture of recognition, where employees feel appreciated for their contributions, hotels not only boost employee morale but also increase long-term retention, which ensures consistency in service quality and operational stability. Ultimately, motivated employees are integral to

maintaining high service standards, improving guest satisfaction, and contributing to the overall success of the hotel.

Leadership and Organizational Culture

Strong leadership plays a pivotal role in establishing a customer-centric service culture within hotels, as it directly influences both employee performance and guest satisfaction. Hotel managers who lead by example, fostering open communication and building a culture of mutual respect, create an environment where staff feel valued and motivated to perform at their best. When leadership prioritizes employee development through continuous training, mentoring, and career growth opportunities, employees are more likely to feel invested in their roles, resulting in higher levels of job satisfaction and commitment. Additionally, leaders who recognize and reward staff contributions help reinforce a sense of pride and ownership, which encourages employees to go above and beyond in their service delivery. The effect of strong leadership extends to guest experiences, as well-led teams are better equipped to handle guest needs and expectations, ensuring consistency in service quality and quick resolution of issues. In such an environment, employees are empowered to take initiative, engage with guests more effectively, and maintain a positive, proactive approach to their work. Furthermore, a strong leadership framework supports operational efficiency and adaptability, enabling the hotel to respond to changes in guest preferences and industry trends with flexibility and innovation. As a result, hotels with strong leadership not only enhance the quality of service provided but also build a solid reputation, strengthen customer loyalty, and ultimately drive business success.

Facility Maintenance and Cleanliness

Facility maintenance and cleanliness are vital to creating an environment where guests feel valued and comfortable, directly impacting their overall satisfaction. Hotels that place a strong emphasis on cleanliness and implement regular maintenance schedules are more likely to receive favourable reviews and foster repeat business. Guests today are not only looking for hygienic spaces but also for modern, well-maintained amenities that contribute to a pleasant and stress-free stay. The upkeep of common areas, guest rooms, bathrooms, and amenities such as pools and fitness centres are essential to ensuring a welcoming atmosphere and preventing any negative experiences due to wear and tear. Poorly maintained or outdated facilities, on the other hand, can result in dissatisfaction, leading to complaints and a tarnished reputation. Furthermore, investing in maintenance helps to mitigate safety risks, ensuring that guests are not exposed to potential hazards such as faulty electrical systems or water damage. Routine checks and updates to infrastructure, including the use of eco-friendly products and practices, also align with evolving guest expectations for sustainability. A hotel's commitment to cleanliness and maintenance not only enhances its physical appeal but also demonstrates care for the well-being of its guests, leaving a lasting, positive impression that encourages loyalty and repeat visits.

Technological Advancements and Modern Amenities

The integration of modern amenities and technology is increasingly essential in meeting the expectations of today's tech-savvy travellers. High-speed internet, smart room controls, and updated fitness and wellness centres are no longer considered luxury items but rather basic expectations for guests seeking a comfortable, efficient, and connected stay. Hotels that stay ahead of the curve by incorporating cutting-edge technologies, such as voice-activated room controls, mobile check-ins, or AI-powered concierge services, can enhance both operational efficiency and guest satisfaction. These innovations not only streamline check-in and check-out processes but also offer personalized experiences, allowing guests to tailor their stay according to their preferences. For example, guests can control lighting, temperature, and entertainment directly from their devices, creating a seamless and customized environment that enhances comfort and convenience. Furthermore, smart hotel features such as automated room service, digital room keys, and app-based communication with staff improve guest interactions, reducing wait times and enhancing service quality. By embracing technological advancements, hotels not only provide guests with a modern, user-friendly experience but also gain a competitive edge in an increasingly digital world. Continuously updating and integrating new technologies ensures that hotels remain relevant and attractive to a diverse and evolving customer base, strengthening brand loyalty and driving long-term success in the industry.

Sustainability and Eco-Friendly Initiatives

Sustainability has become a key factor influencing guest satisfaction and hotel reputation, as more travellers seek eco-friendly accommodations that align with their values. Hotels that implement energy-efficient infrastructure, reduce waste, and offer sustainable amenities such as water-saving devices, organic products, and locally sourced food not only minimize their environmental impact but also create a compelling appeal for environmentally conscious guests. By promoting green initiatives, hotels signal their commitment to environmental stewardship, which can enhance their brand image and differentiate them from competitors. These sustainability efforts are increasingly seen as essential to creating a positive guest experience, with many guests willing to pay a premium for accommodations that demonstrate responsible practices. For example, initiatives such as solar panels, LED lighting, and waste recycling not only contribute to cost savings but also reduce the hotel's carbon footprint, providing guests with the reassurance that their stay is environmentally friendly. Furthermore, sustainable practices foster long-term customer loyalty by resonating with the values of modern consumers, especially millennials and Generation Z, who prioritize sustainability in their purchasing decisions. As sustainability becomes more central to consumer choices, hotels that integrate these practices not only fulfil ethical and environmental responsibilities but also tap into a growing market of eco-conscious travellers, reinforcing their reputation as forward-thinking and socially responsible leaders in the hospitality industry.

Coordinated Investment Strategies

Balancing investment in human resource development and facility management is essential for providing a holistic guest experience that meets both service quality and physical infrastructure standards. Hotels that allocate resources to training and development initiatives for employees while simultaneously investing in modernizing and maintaining facilities create a more well-rounded approach to guest satisfaction. By prioritizing both the professional growth of staff and the upkeep of physical amenities, hotels can offer exceptional service that is backed by state-of-the-art facilities, contributing to a seamless and memorable guest experience. This dual focus ensures that employees are equipped with the skills and motivation to deliver high-quality service, while the hotel environment remains appealing, functional, and comfortable. Moreover, a balanced investment strategy helps hotels stay competitive in an industry where customer expectations are constantly evolving. Guests increasingly demand not only excellent service but also clean, modern, and technologically advanced facilities. By aligning budgetary priorities to meet these dual demands, hotels can build strong brand loyalty, drive repeat business, and achieve long-term growth. This comprehensive investment approach positions hotels to create an enduring competitive advantage, fostering a sustainable business model that caters to both the human and physical dimensions of the hospitality experience.

Guest-Centric Operational Policies

Adopting guest-centric policies that seamlessly integrate human resource management with facility maintenance is a key strategy for enhancing service delivery and guest retention. By training front office staff not only in customer service etiquette but also in the specific details of the hotel's amenities and facilities, hotels ensure that employees can quickly and effectively address guest concerns related to infrastructure issues, ensuring a smoother and more positive guest experience. Proactively managing both the human and physical aspects of service helps identify and resolve potential gaps in service before they affect guest satisfaction, thus preventing negative reviews and promoting repeat visits. Furthermore, when hotels embed guest satisfaction into every facet of their operational strategy – whether it be through employee training programs, facility upgrades, or the integration of advanced technologies – they create a culture of continuous improvement. This dedication to anticipating and fulfilling guest needs builds long-term brand loyalty, strengthens the hotel's reputation in the competitive market, and positions the hotel as a leader in service excellence. By taking a holistic approach to operational strategies, hotels can ensure that every guest interaction and every facility encounter contributes to an overall exceptional experience, ultimately driving customer satisfaction and business success.

Continuous Improvement Initiatives

Hotels that prioritize regular assessments of both employee performance and facility conditions through structured guest feedback mechanisms are better equipped to adapt to evolving consumer preferences and expectations. By collecting and analysing data from guest surveys, online reviews, and real-

time feedback, hotels can identify areas for improvement and fine-tune their services to align with current market trends. Implementing a data-driven approach empowers hotel management to make informed decisions, enabling them to address issues quickly and anticipate emerging guest needs before they become widespread. This focus on continuous improvement cultivates operational agility, allowing hotels to innovate their service offerings and maintain a competitive edge. For instance, by integrating guest insights and performance analytics into daily operations, hotels can optimize staff deployment, enhance training programs, and improve facility maintenance schedules. Moreover, tracking market trends ensures that hotels remain attuned to technological advancements, sustainability movements, and evolving guest expectations, thus driving sustained service excellence. The ability to seamlessly integrate customer feedback and operational data into decision-making processes ultimately results in a dynamic hotel environment where service quality remains high, facilities are well-maintained, and guest satisfaction is consistently exceeded. This approach not only improves short-term guest experiences but also contributes to long-term brand loyalty and financial success.

CONCLUSIONS AND RECOMMENDATIONS

The integration of human resource development and facility management is essential for maximizing guest satisfaction in the hospitality industry. A balanced approach that prioritizes employee training, motivation, and leadership while maintaining high-quality facilities ensures a superior guest experience. Hotels must continuously invest in structured training programs, employee engagement strategies, and leadership development to cultivate a customer-centric service culture. Simultaneously, maintaining modern, clean, and technologically advanced facilities is crucial for meeting guest expectations. To achieve long-term competitiveness, hotels should implement data-driven service improvements, proactive maintenance schedules, and sustainable practices. Enhancing employee well-being and ensuring operational excellence through coordinated investment strategies will not only increase guest satisfaction but also strengthen the hotel's market positioning in an increasingly competitive landscape.

FURTHER RESEARCH

Future research should explore the long-term impacts of integrating human resource development and facility management on hotel profitability and brand reputation. While this study focuses on guest satisfaction as a key outcome, further investigation into financial performance, customer lifetime value, and employee retention would provide a more comprehensive understanding of the benefits of strategic investment in these areas. Additionally, comparative studies across different hotel segments—luxury, mid-range, and budget—can highlight sector-specific challenges and opportunities. Exploring the role of emerging technologies such as artificial intelligence, automation, and smart hospitality solutions in enhancing guest experiences

could further contribute to the evolving landscape of hotel management. Lastly, qualitative research focusing on guest perceptions of service quality in various cultural contexts would offer valuable insights into tailoring management strategies to meet diverse customer expectations in the global hospitality industry.

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