



## QUESTIONING THE ROLE OF THE EXECUTIVE HOUSEKEEPER IN IMPROVING THE PERFORMANCE OF HOUSEKEEPING STAFF: A CASE STUDY AT NOVOTEL MANADO GOLF RESORT AND CONVENTION CENTER

### MEMPERTANYAKAN PERAN KEPALA KEBERSIHAN EKSEKUTIF DALAM MENINGKATKAN KINERJA STAF KEBERSIHAN: STUDI KASUS DI NOVOTEL MANADO GOLF RESORT AND CONVENTION CENTER

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#### Abstract

The Executive Housekeeper is a member of management responsible for ensuring comfort both in guest rooms and for all staff under their command, namely Room Attendants and Public Area staff as this directly impacts staff performance. However, the ideal conditions expected at the Novotel Manado Golf Resort and Convention Center do not always materialize; staff performance sometimes declines, and this is believed to stem from leadership failing to provide adequate support for their subordinates' work. The purpose of this study is to analyze the role of the executive housekeeper in improving the performance of housekeeping employees at the Novotel Manado Golf Resort and Convention Center. The research method employed by the researcher is qualitative field research, as the data obtained consists of descriptive accounts. Data collection was conducted through interviews with 9 staff members in the housekeeping department. The collected data was then analyzed using qualitative analysis.

**Keywords :** Executive Housekeeper, Staff Performance, Housekeeping.

#### Abstrak

Executive Housekeeper adalah anggota manajemen yang bertanggung jawab untuk memastikan kenyamanan baik di kamar tamu maupun untuk semua staf di bawah komandonya, yaitu Room Attendant dan staf Area Publik karena hal ini secara langsung berdampak pada kinerja staf. Namun, kondisi ideal yang diharapkan di Novotel Manado Golf Resort and Convention Center tidak selalu terwujud; kinerja staf terkadang menurun, dan hal ini diyakini berasal dari kegagalan kepemimpinan dalam memberikan dukungan yang memadai untuk pekerjaan bawahannya. Tujuan penelitian ini adalah untuk menganalisis peran executive housekeeper dalam meningkatkan kinerja karyawan housekeeping di Novotel Manado Golf Resort and Convention Center. Metode penelitian yang digunakan oleh peneliti adalah penelitian lapangan kualitatif, karena data yang diperoleh terdiri dari uraian deskriptif. Pengumpulan data dilakukan melalui wawancara dengan 9 anggota staf di



departemen housekeeping. Data yang dikumpulkan kemudian dianalisis menggunakan analisis kualitatif.

**Kata Kunci :** Kepala Bagian Tata Kelola Rumah Tangga, Kinerja Staf, Tata Kelola Rumah Tangga.

## 1. INTRODUCTION

Human Resources (HR) in the hospitality industry is a critical component. Without a strong HR team, a hotel would be unable to achieve satisfactory sales figures or provide the best possible service to guests. Given the vital role of human resources in the hospitality industry, various operational departments are essential to ensure the industry runs smoothly. Within a hotel, there are several departments, such as the Front Office Department, Food and Beverages Department, Housekeeping Department, Accounting Department, Human Resources (HR) Department, Engineering Department, Marketing Department, Purchasing Department, and Security Department, (Rumekso, 2011; Polii, & Towoliu, 2018; Towoliu\_dkk2019; Towoliu & Wowiling, 2020).

A key role within the Housekeeping Department—which plays a crucial part in ensuring the comfort, cleanliness, tidiness, and aesthetic appeal of a hotel room—is that of the Room Attendant (Lengkey, dkk 2015). This position reports to the Housekeeping Floor Supervisor, who in turn reports to the Executive Housekeeper. For this reason, Housekeeping is one of the most vital departments within a hotel's organizational structure.

Operational work requires teamwork rather than individual effort; therefore, the role of a leader is key to the success of a work group. Employees, as a labor force, are also essential in the hotel service industry to produce high-quality products, whether in the form of goods or services. The products and services produced by these employees are currently the focus of efforts to improve performance, which impacts operational efficiency and effectiveness.

Factors that drive employee performance can be divided into two categories: internal factors and external factors. Internal factors originate from within the employees themselves, while external factors come from outside the employees. One of the key drivers enabling the housekeeping department to achieve maximum performance is motivation from leadership. In the concept of performance, performance is defined as the actions taken or not taken by employees in carrying out their duties (Mathis and Jackson, 2012). Furthermore, Sandy (2015:11) states that performance is an achievement attained by an employee in carrying out the assigned work. Meanwhile, Sutrisno (2016:151) states that work performance is the result of work achieved by an individual based on their work behavior in carrying out work activities.

The success or failure of an organization in carrying out its tasks is closely related to employee performance; performance achievement within the organization is a factor that must be considered to enable the company to achieve its established goals. According to Hasibuan (2012), employee performance refers to the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Meanwhile, Robbin (2016:260) states that performance is the result achieved by an employee in their work according to specific criteria applicable to a given job. Thus, employee performance is the achievement of results by an employee in the process of carrying out their duties in accordance with the responsibilities assigned. Improving employee performance will have a positive impact on the company, ensuring that employees maintain a high and optimal level of performance to help achieve the company's objectives.

In this context, the role of the executive housekeeper is indispensable, as they possess the ability to influence and motivate others and are responsible for ensuring the smooth operation of the hotel. The role of the executive housekeeper in the housekeeping department is dominant in developing and improving the performance of both employees and trainees. However, carrying out activities within an organization is certainly not easy, as one inevitably encounters obstacles and challenges along the way. One such obstacle is poor human resource performance. This is typically caused by the



relationship between management and employees, which can lead to employee dissatisfaction or, conversely, job satisfaction within the company or organization.

During the four-month fieldwork internship at the Novotel Manado Golf Resort and Convention Center, the researcher observed that the role of the executive housekeeper in the housekeeping department is crucial and significantly influences employee performance, particularly in terms of controlling or supervising, evaluating, and providing the necessary supplies and equipment for all housekeeping needs, conducting inspections and on-the-spot checks, as well as providing training on how to use proper work methods—all of which are part of the executive housekeeper's job description. During the two-month internship in the housekeeping department, the researcher and other interns were directly supervised by the executive housekeeper and the assistant executive housekeeper, allowing the researcher to closely observe and become particularly interested in the functions, duties, and responsibilities of the executive housekeeper. Based on the above description, the author became interested in conducting research on "Analysis of the Role of the Executive Housekeeper in Improving the Performance of Housekeeping Staff at Novotel Manado Golf Resort and Convention Center".

## 2. RESEARCH METHOD

This study is a field study, in which research is conducted on-site to investigate objective phenomena as they occur at that location, and is also carried out for the purpose of compiling a scientific report (Suharsimi, 2010; Sugiono, 2016). In this study, data collection utilized instruments such as interviews and observational documentation at the hotel. The sources of data collected through interviews are referred to as informants. There were 9 informants who served as research subjects. They were staff members working in the Housekeeping Department, distributed across various areas within the hotel or floor sections, as well as those located outside the hotel as public attendants. In presenting the results of each interview, the researcher used initials and did not mention names in the research findings to prevent this information from being used by parties outside the hotel to discredit hotel staff. During the interviews, the researcher used an interview guideline to prevent biased questions or straying from the research context. Additionally, the researcher employed a documentation method involving the collection of relevant documents to produce significant research findings. The analysis used in this study is qualitative and descriptive, utilizing comparisons of relevant theories to interpret the findings obtained (Bungin, 2013; Suharsimi, 2014).

## 3. RESULT AND DISCUSSION

### RESULTS

The Role of the Executive Housekeeper in Improving the Performance of Housekeeping Staff at Novotel Manado Golf Resort and Convention Centre:

#### A. The Role of the Executive Housekeeper in Planning

This encompasses everything the executive housekeeper does, such as looking ahead and stating, "This is what we want to achieve and how we will do it."

Interview on the role of the executive housekeeper in planning:

According to A, the executive housekeeper at Novotel Manado, who stated that:

*"An executive housekeeper must have a solid plan for the housekeeping department, which includes several key points such as the frequency schedule, performance standards, productivity standards, equipment and supply inventory levels, and the housekeeping department's operating budget. So far, since taking office, several plans that have been made have been successfully implemented. Although there have been some challenges, all of them have been well-managed thanks to good cooperation with the staff. The short-term and long-term work plans or programs are communicated through briefings before or after operations and during other internal meetings."* (Interview, June 1, 2025)



According to J, the Housekeeping Supervisor at Novotel Manado, who stated that:

*“The executive housekeeper always provides the latest information on hotel operations during the briefing before the start of the day’s operations and also outlines what needs to be prepared in the event of group bookings for the coming months—including physical conditions, work performance, and the availability of housekeeping equipment and supplies. On occasions when the executive cannot attend the briefing, authority is typically delegated to the supervisor or assistant executive housekeeper to lead the briefing at that time. The executive housekeeper communicates work assignments to subordinates effectively, and this is essential for achieving good results; as a result, staff are able to collaborate well in carrying out their assigned tasks.”* (Interview, June 1, 2025)

According to AA, the Laundry Supervisor at Novotel Manado, who stated that:

*“The executive housekeeper has a plan that is typically developed by each manager. When conveying the vision and mission, the executive housekeeper always communicates everything very clearly, and it is easily understood by the housekeeping staff. This is usually conveyed during briefings or internal meetings. The executive housekeeper has been quite effective in improving employee performance by clearly communicating work assignments to subordinates.”* (Interview, June 1, 2025)

#### B. The Role of the Executive Housekeeper in Organization

Organization refers to the Executive Housekeeper’s responsibility for managing the department’s staff and assigning tasks so that everyone receives a fair share of work and all tasks are completed on time. Interview on the role of the executive housekeeper in organization:

According to A, the Executive Housekeeper at Novotel Manado, who stated that:

*“The assignment and distribution of tasks are fair and tailored to each staff member’s abilities. As for the work itself, there is a rotation system, such as moving from public areas to guest rooms and vice versa. The employees have no issues and follow the rules well. Likewise, the schedules and assigned tasks are followed well without any problems.”* (Interview, June 1, 2025)

According to E, a room attendant at Novotel Manado, she stated that:

*“The Executive Housekeeper’s approach to organizing and assigning tasks to staff is said to be inadequate and exceeds the staff’s capabilities. The problem is that when assigned work—typically, a room attendant is given the responsibility of cleaning a room in a single shift—it takes 30 minutes from the start of cleaning the trash in the room to making the bed (15 minutes), cleaning the bathroom, and mopping the floor (12 minutes). Therefore, a room attendant would theoretically need 11 hours to clean 26 rooms, whereas in practice, a room attendant requires 9 hours to complete 26 rooms. The number of rooms assigned at that time exceeded the SOP, resulting in the work not being completed on time by the time guests checked in. Some guests had to wait, which made them uncomfortable, and others even got angry because they had to wait too long. Consequently, we were forced to assign rooms that were not yet finished, leading to further complaints.”* (Interview, June 1, 2025)

According to P, a Senior Public Area Attendant at Novotel Manado, who stated that:

*“The executive housekeeper assigns tasks and duties fairly, and there is indeed frequent rotation—for example, one day you might be assigned to the public area, and the next day you’re a room attendant. However, even though this happens often, it’s still somewhat difficult to adapt to such changes. Working as a room attendant is quite tiring compared to the duties assigned in the public area, and it can be said that work performance in the public area is better than that of a room attendant”* (Interview, June 1, 2025)

According to Y, a Senior Room Attendant at Novotel Manado, who stated that:

*“There are still some issues with coordinating the schedule; this is evident from the fact that some staff members are still complaining about the schedule they’ve been given—which was supposed to be 5 workdays and 2 days off but has become 9 workdays and 2 days off. Quite a few of them are unable to perform their duties effectively, perhaps due to fatigue and other factors.”* (Interview, June 1, 2025)



### C. The Role of the Executive Housekeeper in Implementation

In this regard, the Executive Housekeeper is expected to lead the housekeeping staff and provide guidance, training, discipline, and motivation in order to ensure that all plans are carried out. Interview on the role of the executive housekeeper in implementation:

According to A, the Executive Housekeeper at Novotel Manado, who stated that:

*“Housekeeping staff have a training schedule of three sessions per week. For training on new tasks, implementation systems, or new chemicals, instruction is provided directly by the Executive Housekeeper, while basic training can be conducted by housekeeping supervisors. As a leader, it is crucial to pay attention to and set a good example for employees—for instance, when assigning tasks, it’s not just about giving orders but also providing training, and ensuring staff have adequate equipment or tools. It’s not enough to assign a task without providing the means to complete it.*

*One way to improve employee performance is through discipline. If a first mistake is made, first identify the source of the error, then correct and guide the employee, and impose a consequence to prevent the same mistake from recurring. There are consequences, but there are also rewards. One way to improve employee performance is by motivating or encouraging employees to do their jobs better—for example, by nominating them as “Best Talent of the Month.” This fosters a sense of being valued by their superiors. Additionally, we listen to employees’ concerns, provide them with quality equipment, and ensure their rights are upheld—such as the right to time off—while also offering rewards to housekeeping staff whose names are mentioned on TripAdvisor, TrustYou, and other online review platforms.”* (Interview, June 1, 2025)

According to I, the Housekeeping Supervisor at Novotel Manado, who stated that:

*“Training is usually provided directly by the executive housekeeper or assistant executive housekeeper, but some training sessions are conducted by supervisors. Training programs for housekeeping staff are typically held once a month, either at our own hotel or at other hotels under Accor management. The Executive Housekeeper also frequently provides motivation to encourage staff to improve their performance, such as offering awards or prizes for those who perform exceptionally well, especially if their names are mentioned by guests in online reviews with positive feedback. There is also a “Best Talent of the Month” award for each department, recommended by the Executive Housekeeper for the Housekeeping Department. As a leader, the executive housekeeper performs well, but there are still a few areas the executive housekeeper needs to address, particularly regarding valuing staff members—even as subordinates—since without them, work won’t be completed effectively or meet expectations. The executive housekeeper is also quite firm in disciplining employees; although verbal warnings are given first if a mistake is made, if these are ignored, the executive housekeeper does not hesitate to impose immediate disciplinary action on the offender.”* (Interview, June 1, 2025)

According to AA, the Laundry Supervisor at Novotel Manado, he stated that:

*“Training on systems and tasks—such as the use of cleaning machines and new chemicals—must be provided directly by the executive housekeeper, and such training is conducted 12 times a year. As a leader, he is considered not yet good enough, especially in terms of respecting subordinates; he often makes offensive remarks and utters unpleasant statements, thereby lowering staff performance. To instill discipline regarding punctuality, the executive housekeeper sets a good example by arriving on time; thus, employees who are late receive verbal warnings for up to three violations, and if they continue to do so, they will be disciplined in accordance with applicable regulations. In addition to disciplinary measures to improve employee performance, the executive housekeeper also provides rewards for those who meet their monthly targets, whether in the form of goods, cash, or promotions. Employees feel motivated to perform their duties well. It is hoped that in the future, the executive housekeeper will strive to build a closer emotional connection with employees, particularly through improved communication, to ensure operations run smoothly.”* (Interview, June 1, 2025)



According to R, the Room Supervisor at Novotel Manado, who stated that:

*“To improve the performance of housekeeping staff, the executive housekeeper has implemented various measures, including setting a good example for the staff—such as maintaining cleanliness and tidiness in every aspect. The executive housekeeper always maintains a neat and clean appearance, from their clothing and shoes to their own workspace, which is always tidy and clean. In terms of discipline, the Executive Housekeeper is quite strict, particularly regarding punctuality at work—this is usually a key focus—and imposes consequences on those who violate the rules. In addition to consequences, the Executive Housekeeper also provides rewards for those with good performance, which motivates employees to work with enthusiasm. The rewards vary, ranging from monetary incentives, physical items, or other forms of recognition. Housekeeping staff also have a training schedule once a month or more frequently to further improve work performance. Some training is provided directly by the executive housekeeper, while other sessions are conducted by Accor management. Additionally, instructions on how to use new cleaning products or equipment are provided directly by the executive housekeeper.”* (Interview, June 1, 2025)

According to E, Room Attendant at Novotel Manado, she said:

*“The employee training program is scheduled once a month, totalling 12 times a year, and the training itself is provided either directly by the hotel or by Accor management. For training on topics such as systems, duties, equipment, and new chemicals, it is usually provided directly by the executive housekeeper. To motivate employees, the executive housekeeper provides encouragement and guidance to all housekeeping staff whom she deems in need of such support. She also prioritizes the health of all housekeeping staff, as evidenced by her strict enforcement of health protocols—ensuring everyone wears complete COVID-19 personal protective equipment (PPE) while working, such as masks, goggles, gloves, and hairnets, and consistently washing hands with soap. A good example of leadership demonstrated by the executive housekeeper is her punctuality when arriving at work and imposing consequences on those who frequently arrive late—a method used to discipline employees. The executive housekeeper is also disciplined regarding her work targets, assigning specific tasks to her subordinates to ensure that today’s work is completed effectively and on time. The executive housekeeper also provides rewards for those who perform well and meet targets, whether in the form of recognition, monetary incentives, or t-shirts.”* (Interview, June 1, 2025)

#### D. The Role of the Executive Housekeeper in Supervision

In this regard, the Executive Housekeeper is expected to supervise employee performance, conduct inspections, and perform audits. Such supervision must comply with the standards established within the hotel’s system.

According to A, the Executive Housekeeper at Novotel Manado, who stated that:

*“As for the supervision system, supervisors are given the authority to ensure they can perform their duties effectively. Therefore, the task of checking the work is delegated to the supervisors first; afterward, the Executive Housekeeper reviews their work and shares the results with the supervisors and other staff. If there are any shortcomings, they are brought to the staff’s attention so they can be addressed. Novotel Manado evaluates employee performance through annual appraisals, either once a year or every six months. During these appraisals, all employees are evaluated, and any shortcomings are fairly incorporated into the assessment. As for the benchmarks themselves, since the hotel operates in the service industry and serves guests, customer satisfaction is the top priority, followed by discipline and honesty, which are also very important. And so far, the performance of the housekeeping staff has been excellent.”* (Interview, June 1, 2025)

According to I, the Housekeeping Supervisor at Novotel Manado, who stated that:

*“The executive housekeeper frequently monitors employee performance. If any areas are not up to standard, photos of the unclean sections are taken and shared with the housekeeping group so they can be cleaned again. However, it is not uncommon for some areas to be overlooked, perhaps due to time constraints or mismatched work assignments. To improve employee performance, we might focus more on addressing employees’ needs, being more supportive, showing greater mutual*



*respect, and fostering better communication and understanding between leaders and subordinates.”* (Interview, June 1, 2025).

According to E, a room attendant at Novotel Manado, who stated that:

*“Employee performance is monitored, but compared to the previous executive housekeeper, who was stricter in overseeing room cleanliness, the current executive housekeeper is not as strict.”* (Interview, June 1, 2025)

According to R, the Room Supervisor at Novotel Manado, who stated that:

*“As for supervision, such as the final inspection of room cleanliness, it must be conducted by the Executive Housekeeper to ensure the work is truly completed, meets quality standards, and can be documented in a report. However, the Executive Housekeeper simply instructs the Floor Supervisor to check it, which is not in accordance with the applicable SOP. Consequently, there is often a miscommunication between the Front Office and Housekeeping regarding the status of hotel rooms, which prevents the Executive Housekeeper from resolving the issue and instead delegates it to the Floor Supervisor, who then determines the status of the hotel rooms.”* (Interview, June 1, 2025)

According to JM, the Public Area Leader at Novotel Manado, he stated that:

*“The Executive Housekeeper oversees the cleanliness of the hotel’s outdoor areas by monitoring the cleanliness of spaces outside the hotel—such as the garden, parking lot, and other areas—maintained by the Gardener. However, the Executive Housekeeper should always inspect the hotel’s outdoor areas to verify whether the cleanliness of these areas is being properly maintained by the Gardener.”* (Interview, June 1, 2025)

## DISCUSSION

The Role of the Executive Housekeeper in Improving the Performance of Housekeeping Staff at the Novotel Manado Golf Resort & Convention Centre. An Executive Housekeeper holds several key roles. Becoming an Executive Housekeeper is no easy task, as this position requires a leader who is fully accountable for their work, capable of making decisions regarding planning, coordinating, supervising, and controlling operations, as well as motivating their staff. They must be able to execute these responsibilities, in this context, the role of the Executive Housekeeper is absolutely essential, as they possess the ability to influence and drive operations and are responsible for the smooth running of operations at the Novotel Manado Golf Resort & Convention Centre.

The role of the executive housekeeper in the housekeeping department is crucial in developing and improving employee performance. The executive housekeeper must maintain good communication with employees, particularly regarding the upkeep and maintenance of the hotel’s cleanliness; the key to effective communication between staff and management is understanding the staff’s needs. Providing motivation can encourage employees to think creatively in performing their duties. Motivation, discipline, and recognition can accelerate and maximize employee performance, encourage employees to consistently deliver their best efforts, and support the personal development of each housekeeping staff member. The executive housekeeper must be able to set a good example and be well-liked by employees; as a result of this positive influence, employees will feel empowered to voice their opinions, communicate effectively, offer suggestions, and actively participate in decision-making. A good leader brings benefits to both the department and the hotel, as employees feel comfortable and are able to perform well, thereby having a positive impact on the hotel’s overall performance.

An analysis of data from 9 housekeeping employees at the Novotel Manado Golf Resort and Convention Centre, based on interviews, reveals that the role of the executive housekeeper significantly influences employee performance, particularly in setting goals—specifically, what the executive housekeeper does, such as looking toward the future and stating, “This is what we want to achieve and how we will do it.” From the interviews above, it is evident that the executive housekeeper’s role in planning is carried out effectively, and this is implemented through briefings before and after hotel operations as well as internal meetings, with communication and instructions that are clearly understood by the housekeeping staff.



Every day, the Executive Housekeeper must coordinate work schedules and tasks and ensure that all equipment, cleaning supplies, linens, etc., are in their respective sections so that staff can perform their duties. They must also coordinate everything in accordance with each staff member's job description. Based on the interview above, it was found that the Executive Housekeeper's role in assigning tasks and responsibilities has exceeded the staff's capabilities and is no longer in line with the SOP. It takes 30 minutes from the start of trash removal in the room to making the bed (15 minutes), cleaning the bathroom, and mopping the room floor (12 minutes). Therefore, a room attendant cleaning 26 rooms would theoretically require 11 hours, whereas in practice, a room attendant typically completes 26 rooms in 9 hours. Additionally, staff remain overwhelmed by the shift in duties between public area duties and room attendant duties, which is perceived as ineffective.

Good planning and organization are of little value if they are not followed by actual implementation. This requires hard work, smart work, and teamwork. All available human resources must be optimized to achieve the department's vision, mission, and work programs. Based on the interview above, it is evident that the executive housekeeper's role in driving initiatives is considered quite effective, such as providing training for housekeeping staff to develop their potential or performance by conducting training sessions as many as 12 times a year. This differs from the executive housekeeper's response in the interview, where, according to A as the executive housekeeper, the training program itself is conducted three times a week. Therefore, it can be concluded that housekeeping department employees still receive training programs every month. Development initiatives such as employee training and evaluation have a significant impact on the performance of the housekeeping department, where housekeeping staff must master the tasks and responsibilities assigned to them. In this regard, the executive housekeeper must equip employees so they can master and become experts in their respective fields, thereby improving employee performance and delivering the best possible service to hotel guests. This training is conducted to ensure employees have sufficient knowledge of the tasks assigned to them, to enhance their skills, and to enable them to perform their duties effectively when placed within established procedures, as well as to foster a positive attitude. One key factor in enabling the housekeeping department to achieve maximum performance is leadership motivation. The executive housekeeper is considered quite effective at motivating, disciplining, and rewarding employees for good performance. However, there is still a need to focus on fostering good relationships and emotional closeness between supervisors and subordinates—specifically, a sense of mutual respect. This way, staff members feel comfortable performing their duties with a positive mindset.

The executive housekeeper's role in monitoring and supervising employee performance, as assessed from the interview above, is deemed inadequate. In contrast to the previous executive, who consistently inspected the cleanliness of every guest room and the hotel environment to ensure high standards were maintained, the current executive housekeeper is perceived as often negligent, as rooms are frequently found to be dusty and restrooms still show signs of dirt. Additionally, while maintaining cleanliness within the hotel, the same level of attention is not applied to the cleanliness of the hotel's exterior.

Cleanliness of guest rooms and hotel areas, quality service, and guest comfort are rights that every guest staying at the hotel should experience. These factors are also among the primary reasons for guest complaints. Smooth operations are also a primary focus in providing the best quality of service to Novotel Manado guests; therefore, the importance of supervision by the executive housekeeper over employee performance cannot be overstated. By paying attention to the function of supervision itself—carried out through work performance standards, evaluations of employee performance, and corrective actions when deviations occur—this process can be optimized, particularly in enhancing the performance of housekeeping staff.

Performance management strategies are also one of the responsibilities of executive managers in improving employee performance. Performance management strategies are designed to align individual needs with management objectives. In other words, these strategies are intended to provide



appropriate rewards to employees who make specific contributions and to encourage or motivate those deemed underperforming; this, in turn, can improve employee performance through empowerment and recognition. In line with the findings of Mambo et al. (2015), the support provided by management has a positive impact on the performance of housekeeping staff. This will also influence the quality of service provided to hotel guests (Towoliu. dkk,2017; 2025).

#### 4. CONCLUSION

The executive housekeeper plays a significant role and bears considerable responsibility for monitoring and coordinating all activities of the Housekeeping Department. The role of the executive housekeeper at Novotel Manado is extremely important because the executive housekeeper is the highest-ranking manager in the Housekeeping Department. The role of the Executive Housekeeper has been proven to influence the performance of housekeeping staff at the Novotel Manado Golf Resort and Convention Center, particularly in planning, coordinating, motivating, and supervising employee performance—provided these tasks are carried out correctly and in accordance with established systems.

The Executive Housekeeper's role in monitoring employee performance—including setting performance standards, evaluating employee performance, and implementing corrective actions when deviations occur—has been shown to enhance employee performance, thereby enabling the delivery of the best possible service. Performance management strategies are also a key responsibility of the executive housekeeper; when implemented effectively, they can boost employee performance by assigning tasks and responsibilities based on staff capabilities, addressing employee concerns, providing motivation, ensuring employees receive their entitlements, rewarding strong performance, and maintaining discipline.

The following are recommendations that hotel management should consider: (1) To improve the performance of housekeeping staff, the Executive Housekeeper must be able to fulfill their role as Head of Housekeeping; (2) further improve interdepartmental relations with subordinates and listen to the concerns of housekeeping staff; (3) improve coordination of housekeeping staff, (4) and implement stricter and more thorough supervision of employee performance.

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