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THE IMPACT OF HOUSEKEEPING SOP IMPLEMENTATION ON ROOM ATTENDANT WORK QUALITY AT HOTEL RA HOSPITALITY

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ABSTRACT

The implementation of Standard Operating Procedures (SOPs) in housekeeping plays a crucial role in ensuring the quality of service and performance of room attendants in the hospitality industry. This study aims to analyze the effect of implementing housekeeping SOPs on the work quality of room attendants at Hotel Ra Hospitality Jakarta. This study used a quantitative approach with simple linear regression. Data were obtained by distributing questionnaires to 50 respondents, who were room attendants at Hotel Ra Hospitality. Data analysis was performed using SPSS version 26 software, through validity and reliability tests, Pearson correlation, coefficient of determination (R^2), and partial t-tests. The results showed that the implementation of housekeeping SOPs had a positive and significant effect on the work quality of room attendants. The calculated t-value of 8.494 was greater than the t-table of 2.011, with a significance level of 0.000 (<0.05). The correlation coefficient (R) of 0.775 indicates a strong relationship, and the R-square value of 0.601 indicates that 60.1% of the variation in work quality can be explained by the implementation of the Housekeeping SOP. The remaining 39.9% is influenced by factors outside the model. This study emphasizes the importance of consistent SOP implementation to ensure efficiency, cleanliness, and professionalism in the Housekeeping department.

KEYWORDS: Housekeeping SOP, Work Quality, Room Attendant, Hotel, Ra Hospitality.

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1.0 INTRODUCTION

The growth of the hotel industry has also driven an increasing need for competent human resources and standardized operational systems to ensure service quality. The development of digital technology and public review platforms such as Google Reviews, Trip Advisor, and OTAs (Online

Travel Agents) requires hotels to maintain consistent service quality. Service that doesn't meet guest expectations can easily be recorded in the form of negative reviews, which directly impacts the hotel's image and financial performance (Kim, Kim, & Wang, 2023). Ra Hospitality is a hotel management company that manages several hotel properties in the Jakarta area. As a hotel chain serving both the business and leisure segments, Ra Hospitality is committed to providing professional and consistent service through the implementation of strict standard operating procedures (SOPs). A vital part of hotel operations is the Housekeeping department, which is responsible for the cleanliness and tidiness of rooms and public areas, and provides a crucial first impression for hotel guests (Walker, 2023). As part of its efforts to maintain service quality and guest comfort, Ra Hospitality has established Standard Operating Procedures (SOPs) for Room Attendants. These SOPs serve as clear guidelines for cleaning, arranging rooms, and providing direct guest service.

Table 1 SOP for Room Attendant at Hotel Ra Hospitality

Description	SOP
Preparation	Check grooming and uniform completeness Collect equipment and trolley Check chemicals, linens, and amenities.
Entering the Room	Knock three times while saying "Housekeeping" Greet guests. Wait for a response for approximately 30 seconds.
Initial Check	Open curtains for light circulation Collect dirty linen. Separate dry and wet waste.
Making the Bed	Change sheets, pillow cases, and duvet covers Make the bed according to hotel standards (hospital corner).
Cleaning the Room	Dust all surfaces. Vacuum carpets/floors. Clean glass and mirrors.
Bathroom Cleaning	Clean the toilet, sink, and bathtub/shower Replace towels and amenities
Replenishment of Amenities	Restock amenities (soap, shampoo, toothbrushes, coffee/tea, and mineral water) Check the expiration date of F&B products (minibar).
Final Check	Ensure lights, air conditioning, TV, and telephone are functioning. Close curtains as required
Exit Room	Close the door securely and ensure it is locked. Mark the room as finished in the room report.

Source: Internal data from the Housekeeping Department of RA Hospitality (processed) (2025)

With SOPs, it is hoped that every employee can work consistently and efficiently, and in accordance with company service standards. Room Attendant SOPs also ensure that each hotel room meets cleanliness, safety, and comfort standards, creating a positive guest experience. Implementing SOPs in housekeeping is key to ensuring that work processes are carried out systematically and according to established quality standards. SOPs help room attendants carry out

their duties efficiently and consistently, from preparing trolleys and checking amenities to reporting room conditions. However, inconsistent SOP implementation often leads to a decline in the quality of room attendant work (Kasavana & Brooks, 2023). Several previous studies have also shown that effective SOP implementation is significantly associated with improved employee work quality (Putri & Hidayat, 2022).

In the context of hotel work, SOPs serve as a control tool that directs work behavior in accordance with established quality standards. This encompasses not only technical procedures but also work ethics, personal appearance, and guest interactions. Consistent implementation of SOPs can boost employee confidence and reduce errors that lead to guest complaints (Rohmah, 2023). Conversely, the quality of Room Attendants' work is greatly influenced by their understanding and implementation of existing SOPs. Room Attendants with a deep understanding of SOPs tend to be more productive, thorough, and responsive to guest needs. Therefore, to improve the quality of Room Attendants' work, hotel management must not only establish SOPs but also ensure ongoing socialization, training, and supervision so that these SOPs truly become work guidelines embedded in daily routines (Gunawan & Dewi, 2023).

The persistent high rate of SOP violations despite training can be attributed to weak post-training monitoring and evaluation. According to Ahinya (2022), training that isn't accompanied by a process of control and coaching will struggle to sustainably change work behavior. This means that effective training needs to be supported by a comprehensive managerial strategy, including direct field supervision and a firm reward and punishment mechanism for SOP violations.

Furthermore, variability in Room Attendant performance can also be caused by work motivation factors, uneven workloads, and unclear job descriptions in practice. As explained by Robbins and Judge (2022), individual performance is strongly influenced by role clarity and perceptions of organizational support. If SOPs are merely formalities and not understood as work guidelines, it will be difficult for employees to demonstrate consistent work quality.

Therefore, it is important for management to review the SOP implementation approach holistically, not only in terms of content but also in terms of the learning and leadership approaches applied in the field. The quality of Room Attendant work significantly determines guest satisfaction, as a clean and tidy room is one of the primary expectations when staying at a hotel (Jones & Lockwood, 2023). Employees who work without adhering to SOPs are likely to make repeated errors, which ultimately impacts the hotel's overall image.

Therefore, it is important to examine the impact of Housekeeping SOP implementation on the quality of Room Attendant work within the RA Hospitality Hotel environment as an effort to improve work effectiveness and customer satisfaction. A study by Suharti and Wahyudi (2022) found that the quality of housekeeping staff's work directly impacts guest satisfaction scores, as measured by check-out feedback. Therefore, the quality of room attendants' work not only impacts daily operations but is also closely linked to the hotel's overall business performance. When SOPs are consistently implemented, work quality can be improved through time efficiency, fewer errors, and more consistent work results.

Furthermore, high work quality is also closely related to the professionalism of individual Room Attendants in handling the details of their work. This professionalism is formed through a combination of continuous training, a disciplined work culture, and the implementation of SOPs that adapt to operational needs. Therefore, this study is crucial for evaluating the effectiveness of SOP implementation in a real-world work environment and identifying obstacles and opportunities for improving the work quality of Room Attendants under the management of RA Hospitality.

Kasavana and Brooks (2023) in their study on hotel operational management emphasized the importance of consistent SOP implementation to maintain service quality. However, their study was general in nature and focused less on the impact of SOP implementation on individual Room Attendant performance within a hotel chain. Therefore, there remains a gap in research examining how fluctuations in SOP violations and training effectiveness interact to influence Room Attendant work quality in real-time within RA Hospitality, which manages multiple hotels simultaneously.

This study aims to provide a deeper understanding of the implementation of Housekeeping Standard Operating Procedures (SOPs) at RA Hospitality Hotel, and its impact on the quality of Room Attendants' work. Specifically, the objectives of this study are as follows: 1. To determine how Housekeeping Standard Operating Procedures (SOPs) are implemented at RA Hospitality Hotel. 2. To determine the quality of Room Attendants' work at RA Hospitality Hotel. 3. To analyze the effect of Housekeeping Standard Operating Procedures (SOPs) on the quality of Room Attendants' work at RA Hospitality Hotel.

2.0 LITERATURE REVIEW

2.1 Room Attendant

In the hotel housekeeping organizational structure, the room attendant occupies a crucial position directly related to guest room cleaning services. The room attendant is tasked with ensuring that each room is clean, tidy, and ready for occupancy according to hotel service standards. This role is crucial because clean and comfortable rooms are a key factor in determining guest satisfaction. Therefore, understanding the definition and role of a room attendant is crucial in maintaining the quality of hotel services.

According to Walker (2023), a room attendant is a housekeeping operational staff member tasked with cleaning, arranging, and checking guest rooms according to hotel cleanliness and comfort standards. This task includes changing linens, checking amenities, and reporting on room conditions on a regular basis. Meanwhile, Jones and Lockwood (2023) state that a room attendant is an employee directly responsible for the physical quality of guest rooms. They work based on standard operating procedures (SOPs) to ensure each room meets guest expectations in terms of cleanliness, orderliness, and comfort.

Meanwhile, according to Kasavana and Brooks (2023), room attendants not only perform technical cleaning duties but also play a crucial role in observing and reporting any unusual occurrences, providing guest service, and maintaining the integrity of hotel room equipment and property. The professionalism of a room attendant significantly influences guest perceptions of the quality of hotel service. Implementation of Housekeeping SOPs 1. Implementation of Housekeeping Standard

Operating Procedures (SOPs) In the hospitality industry, Standard Operating Procedures (SOPs) are crucial written guidelines to ensure all operational activities are carried out in accordance with established quality standards. In the Housekeeping department, SOPs are crucial for maintaining consistency, efficiency, and effectiveness in room and public area cleaning services. Proper implementation of SOPs can improve the quality of room attendants' work, minimize errors, and maintain guest satisfaction. According to Walker (2023), a Housekeeping SOP is a set of standard instructions that govern the work of cleaning staff to ensure service quality and safety. SOPs serve as the primary guideline that all Housekeeping staff must follow to ensure consistent service delivery to all guests.

Meanwhile, Kasavana and Brooks (2023) explain that implementing Housekeeping SOPs includes outlining daily operational steps, such as cleaning rooms, changing linens, arranging amenities, and reporting damage or loss. These SOPs are designed to ensure work efficiency and minimize errors, and also serve as a training tool for new employees. Meanwhile, according to Jones and Lockwood (2023), the implementation of housekeeping standard operating procedures (SOPs) focuses not only on technical aspects but also encompasses work attitudes, time standards, work sequences, and reporting of work results. Consistently implemented SOPs play a significant role in fostering a disciplined and professional work culture.

2.2 Implementation of Housekeeping Standard Operating Procedures (SOPs)

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2.3 The Purpose of Implementing Housekeeping Standard Operating Procedures (SOPs)

The primary purpose of implementing Housekeeping Standard Operating Procedures (SOPs) is to create uniformity in task execution so that each employee can work according to predetermined standards. SOPs serve as work guidelines for carrying out responsibilities consistently and efficiently, thereby maintaining service quality (Kasavana& Brooks, 2023). Furthermore, SOPs also aim to minimize errors, increase time efficiency, and ensure the comfort and safety of guests and staff (Walker, 2023). Properly implementing SOPs can provide procedural certainty to Room Attendants in carrying out their daily duties, particularly in maintaining the cleanliness and tidiness of guest rooms.

2.4 Benefits of Implementing Housekeeping Standard Operating Procedures (SOPs)

Implementing SOPs offers various benefits, both for individuals, work teams, and the hotel institution as a whole. According to Jones and Lockwood (2023), SOPs help create work efficiency and provide clear direction to staff, thereby minimizing errors. This has a direct impact on improving the quality of service to guests. Furthermore, SOPs also play a role in establishing a professional work culture oriented towards service quality. Kasavana and Brooks (2023) emphasize that SOPs provide clarity of responsibilities, expedite training for new employees, and facilitate performance evaluation processes based on objective standards.

2.5 Process or Stages of Implementing Standard Operating Procedures (SOPs)

The process of implementing SOPs for housekeeping typically involves several systematic stages. It begins with management developing SOPs based on industry standards and the hotel's internal needs, followed by staff dissemination through training or briefings (Walker, 2023). The next stage is field implementation, followed by periodic evaluations to assess the SOP's effectiveness and suitability to operational needs. According to Kasavana and Brooks (2023), this process must be carried out continuously to ensure the SOP remains relevant and in line with evolving service standards expected by guests.

2.6 SOP Planning

The initial stage of SOP implementation is planning, in which housekeeping management designs clear, detailed standard operating procedures that align with the hotel's needs. SOPs must adhere to industry standards and hotel policies to align with service quality objectives. This planning involves identifying housekeeping tasks, determining systematic work steps, and allocating necessary resources.

1. Socialization and Training

Once the SOP is designed, the next stage is to socialize it to all housekeeping staff. Training is provided to ensure each employee understands the work procedures, cleanliness standards, equipment usage, and expected work ethics. This training is crucial for the consistent and effective implementation of the SOP in the field.

2. SOP Implementation

At this stage, the SOP begins to be directly implemented in daily housekeeping activities. Room attendants and other housekeeping staff carry out their duties according to the SOP guidelines, from cleaning rooms and managing linens to reporting room conditions. Consistent implementation is key to maintaining work quality and efficiency.

3. Monitoring and Supervision

Once the SOP is implemented, a monitoring and supervision process by supervisors or management is required. This supervision aims to ensure staff compliance with the SOP, identify obstacles or violations, and evaluate performance against established standards. Monitoring can also be carried out through routine inspections and gathering feedback from guests.

4. Evaluation and Improvement

Monitoring results are then evaluated to determine the effectiveness of SOP implementation. If deficiencies or repeated violations are found, management can make improvements to the SOP or provide additional training to staff. This evaluation is ongoing and serves as the basis for developing SOPs to ensure they remain relevant to operational needs and desired quality standards.

2.7 Factors Influencing the Implementation of Housekeeping Standard Operating Procedures (SOPs)

The implementation of SOPs is influenced by several important factors, such as the quality of training, managerial support, effective communication, and the availability of facilities and infrastructure to support task implementation (Jones & Lockwood, 2023). Walker (2023) added that work motivation, discipline, and leadership are also factors that influence the success of SOP implementation. If any of these factors are not met, SOP implementation will not be optimal and will impact the quality of service provided.

- Quality of Training and coaching the level of staff understanding and skills after participating in SOP training.
- Supervision and monitoring the existence of regular controls and evaluations by supervisors or management to ensure compliance with SOPs.
- Management Commitment The support and active involvement of hotel management in implementing and enforcing SOPs.
- Resources and Facilities Availability of adequate equipment, cleaning materials, and supporting facilities in accordance with SOP standards.
- Employee Motivation and Discipline Employee attitudes and work discipline in following established rules and procedures.
- Internal Communication Clarity of communication regarding SOPs and work instructions between management, supervisors, and Housekeeping staff.
- Work Culture and Environment A conducive work environment and company culture that supports compliance with SOPs.

6. Indicators of Housekeeping Standard Operating Procedure (SOP)

Implementation Indicators of SOP implementation can be measured from several aspects. First, the level of staff compliance with established procedures; second, the consistency of work quality; third, a reduction in the number of work errors or guest complaints; and fourth, the efficiency of task completion time (Kasavana& Brooks, 2023), as follows:

- Level of Compliance with SOPs The extent to which Room Attendants carry out their duties in accordance with the procedures established in the Housekeeping SOP.
- Consistency of Work Results the quality of cleanliness and tidiness of guest rooms produced consistently by staff, without significant variation between shifts or between individuals.
- Speed and Accuracy of Task Execution Time efficiency in completing housekeeping tasks in accordance with established work time standards.
- Number of Guest Complaints or Complaints the frequency and type of guest complaints related to room cleanliness, linens, or facilities are a direct reflection of the effectiveness of SOPs.
- Evaluation and

Supervision Results Periodic monitoring or audit reports by supervisors regarding staff implementation of SOPs, including direct field observations.

2.8 Understanding Room Attendant Work Quality

Room Attendant work quality is a crucial aspect of hotel housekeeping operations, directly contributing to guest satisfaction and the overall hotel image. As the spearhead of room service, Room Attendants must maintain high standards to meet guest expectations regarding room cleanliness, comfort, and order. Therefore, a thorough understanding of Room Attendant work quality requires detailed elaboration based on definitions and theories from experts. According to Robbins and Judge (2023), work quality refers to the level of effectiveness, efficiency, and consistency of work results achieved by employees in carrying out their duties according to established standards.

Room Attendant work quality includes their ability to maintain room cleanliness, punctuality, and adherence to operational procedures. Meanwhile, according to Kasavana and Brooks (2023), Room Attendant work quality encompasses performance in technical and service aspects, including thorough cleaning, linen changes, rearranging facilities, and positive interactions with guests. This quality significantly influences guests' perceptions of the overall hotel experience. According to Putri and Hidayat (2022), the quality of a room attendant's work is determined not only by the physical cleanliness and tidiness of the room, but also by consistency in implementing standard operating procedures (SOPs) and the ability to adapt to diverse guest needs. Discipline and work motivation are also key determinants in maintaining quality standards.

The quality of a Room Attendant's work is a combination of effectiveness, efficiency, and consistency in carrying out housekeeping duties according to established standards. In addition to the technical aspects of cleanliness, work quality is also influenced by discipline, the ability to follow standard operating procedures (SOPs), and interaction with guests. Therefore, the quality of a Room Attendant's work is a crucial factor in creating guest satisfaction and maintaining a hotel's reputation.

2.9 Room Attendant Work Quality Components

Work quality is a measure of how well an individual performs their duties and responsibilities according to expected standards (Robbins & Judge, 2023). In the context of a Room Attendant, work quality involves not only room cleanliness but also adherence to procedures, punctuality, and interaction with guests (Hasibuan, 2022). According to Griffin (2022), work quality can be measured through several key dimensions: effectiveness, efficiency, and work discipline. Effectiveness indicates results achieved according to targets, efficiency relates to the optimal use of resources, and discipline indicates the level of compliance with work regulations.

Meanwhile, according to Sutrisno (2023), technical skills and work attitude are also important indicators in assessing the quality of a Room Attendant's work.

- Work effectiveness The Room Attendant's ability to complete tasks according to established standards and objectives.
- Work efficiency optimal use of time and resources without waste.
- Compliance with SOPs the degree to which task execution complies with standard operating procedures.
- Work Discipline Consistency

in adhering to applicable work schedules and regulations. e. Technical Skills: Technical ability to clean, maintains, and organizes rooms. f. Work Attitude and Behavior: Friendly interactions, responsibility, and work initiative.

2.10 Factors Affecting Room Attendant Work Quality

According to Hasibuan (2022), factors influencing work quality include the work environment, training, motivation, and supervision. Griffin (2022) adds that management support and the availability of work facilities are also important factors. a. Training and Development Effective training provides Room Attendants with the new knowledge and skills they need to carry out their duties professionally.

Continuous training will improve technical competency and work behavior, thus directly impacting work quality. b. Work Motivation is a crucial factor determining employee enthusiasm and loyalty. Internal motivation (such as a sense of achievement and responsibility) and external motivation (such as incentives and recognition) significantly influence Room Attendant performance. High motivation encourages employees to work harder and more carefully. c. Supervision and Monitoring Supervision and monitoring processes are carried out to ensure that each Room Attendant works according to established SOPs and targets. Griffin (2022) states that a good supervisory system can help detect deviations early and serve as a basis for evaluating and improving performance. d. Work Environment The work environment, both physical and social, plays a significant role in creating a comfortable work environment. A safe, clean work environment supported by harmonious relationships between colleagues can improve Room Attendants' concentration and productivity. e. Work Facilities and Tools The availability of complete and well-functioning work tools significantly supports Room Attendants' work efficiency. Inadequate or damaged tools can reduce the speed and quality of work and even increase the risk of fatigue or workplace accidents. f. Management Support from hotel management in the form of employee-friendly policies, clear SOPs, and open communication significantly impacts work morale. Responsive management that cares about staff needs creates a sense of belonging, which ultimately improves work quality.

The Influence of Room Attendant Work Quality on Guest Satisfaction

Jones and Lockwood (2023) stated that the quality of room attendant work directly influences guest satisfaction because clean and well-maintained rooms enhance the comfort of a stay. Griffin (2022) also emphasized that service quality is a key determinant of guest loyalty. Furthermore, Kasavana and Brooks (2023) explained that even small errors in housekeeping services can lead to guest complaints that damage a hotel's reputation.

Therefore, maintaining consistent work quality is crucial to maintaining service standards and enhancing a hotel's image. 5. Indicators for Measuring Room Attendant Work Quality According to Sutrisno (2023), there are eight indicators for measuring room attendant work quality, as follows: 1. Room Cleanliness Measuring the extent to which room attendant's clean guest rooms according to hotel standards, including changing linens, dusting, and sanitizing bathrooms. 2. Punctuality assessing the room attendant's ability to complete tasks on schedule without delay, which is essential for maintaining smooth hotel operations. 3. Compliance with SOPs (Standard Operating

Procedures) Measuring Room Attendants' consistency in following established work procedures to maintain service quality and safety. 4. Room Neatness and Arrangement Assessing the neat and attractive layout of items and room equipment, thus creating a comfortable atmosphere for guests. 5. Attitude and Work Ethic Including friendliness, professionalism, and courtesy when interacting with guests and coworkers.

3.0 METHOD

This research is quantitative and associative in nature. According to Sugiyono (2020), associative research aims to determine the relationship or influence between two or more variables. The population in this study was 50 room attendants working at Ra Hospitality Jakarta in 2025. The sampling technique used was saturated sampling. According to Sugiyono (2020), saturated sampling is a sampling technique where all members of the population are used as samples. All 50 employees working as room attendants at Ra Hospitality served as the sample in this study. This research was conducted at the Ra Hospitality Hotel, located at Hotel Ra Suites Simatupang, Ground Floor, Jl.TB Simatupang No. 30, West Cilandak, Special Capital Region of Jakarta 12430. The research period was five months, from March to July 2025.

4.0 RESULTS AND DISCUSSION

Table 1. Respondent Characteristics Based on Gender

Gender	Frequency	Percent	Cumulative Percent
Man	34	68.0	68.0
Woman	16	32.0	100.0

Source: SPSS Data Processing Results (2025)

Of the 50 respondents involved in this study, the majority were male, representing 34, or 68.0% of the total sample. Meanwhile, there were 16 female respondents; representing 32.0%.The predominance of male respondents in this study can be attributed to the characteristics of the Housekeeping division's workforce, particularly the Room Attendant position, which in practice is predominantly filled by men. This is generally due to the relatively high physical workload, such as lifting linens, cleaning large numbers of rooms, and moving quickly within a specific timeframe, which are considered more suited to men's physical strength. Furthermore, within the hotel organizational structure, male Room Attendants are often prioritized to handle male guest rooms or certain areas that require high levels of endurance. These factors contribute to the higher proportion of male employees in the Housekeeping department, which is also reflected in the composition of this study's respondents.

Table 2. Respondent Characteristics Based on Respondent Age

Age	Frequency	Percent	Cumulative Percent
<25 years	29	58.0	58.0
25 - 34 years	13	26.0	84.0
35 - 44 years	6	12.0	96.0
>45 years	2	4.0	100.0

Source: SPSS Data Processing Results (2025)

The total number of respondents was 50. Most respondents were under 25 years old, accounting for 29 individuals or 58.0% of the total sample. A further 13 respondents (26.0%) were aged 25–34 years, 6 respondents (12.0%) were between 35 and 44 years old, and only 2 respondents (4.0%) were over 45 years old. The predominance of respondents aged under 25 indicates that Housekeeping positions, particularly Room Attendants, tend to be occupied by younger employees. This pattern is closely related to the nature of the job, which requires considerable physical energy, endurance, and mobility. These demands are generally more manageable for younger workers. The relatively young age profile also reflects an early career stage, as many employees begin their careers in the hospitality industry through operational positions such as Room Attendant. This tendency is consistent with common recruitment practices in the hotel industry, where younger applicants are often considered suitable for technical and physically demanding positions, particularly within the Housekeeping Department.

Table 3. Respondent Characteristics Based on Respondent Education

Education	Frequency	Percent	Cumulative Percent
Senior High School Diploma	27	54.0	54.0
S1	16	32.0	86.0
	7	14.0	100.0

Source: SPSS Data Processing Results (2025)

The majority of respondents in this study had a high school/vocational high school education, amounting to 27 people, or 54.0% of the total 50 respondents. Furthermore, 16 respondents (32.0%) had diplomas, and 7 respondents (14.0%) had a bachelor's degree (S1). The high proportion of respondents with high school/vocational high school education reflects the generally accepted educational qualifications for Room Attendant positions in the hospitality industry, particularly in the Housekeeping department. Many hotels, including those under the Ra Hospitality umbrella, offer job opportunities to vocational high school graduates who possess basic skills in hospitality and guest service. Meanwhile, the presence of diplomas and bachelor's degrees also indicates that individuals with higher education choose to work in operational positions to gain initial work experience or as part of long-term career development in the hospitality industry. This diversity of educational backgrounds adds value to the dynamic work of the Housekeeping team.

Table 4. Respondent Characteristics Based on Respondents' Length of Service

Length of Service	Frequency	Percent	Cumulative Percent
<1 Year	8	16.0	16.0
1 - 3 Year	26	52.0	68.0
4 - 5 Year	9	18.0	86.0
>6 Tahun	7	14.0	100.0

Source: SPSS Data Processing Results (2025)

Respondents had worked for 1–3 years, representing 26 people, or 52.0% of the 50 respondents. Furthermore, 9 respondents (18.0%) had worked for 4–5 years, 8 respondents (16.0%) had worked for less than 1 year, and 7 respondents (14.0%) had worked for more than 6 years. The predominance of respondents with 1–3 years of service indicates that most Housekeeping

employees at Hotel Ra Hospitality are in the early to mid-career phases. This reflects the dynamics of the hospitality industry, which tends to have a relatively high employee turnover rate, especially in operational positions such as Room Attendant. Furthermore, 1–3 years of service is also considered a crucial phase in developing an understanding of SOPs, work culture, and familiarization with hotel service standards. Respondents with this length of service are considered to have sufficient experience to assess SOP implementation and its impact on the quality of their work, making them relevant for this study.

Table 5. Respondent Characteristics Based on Employment Status

Employment Status	Frequency	Percent	Cumulative Percent
Permanent Employees	20	40.0	40.0
Contract Employee	26	52.0	92.0
Daily Worker	4	8.0	100.0

Source: SPSS Data Processing Results (2025)

The majority of respondents in this study were contract employees, 26 people, or 52.0% of the 50 respondents. Furthermore, 20 people (40.0%) were permanent employees, and the remaining four (8.0%) were daily workers. The predominance of contract respondents reflects the employment structure commonly applied in the hotel industry, particularly in the housekeeping division. Contract status provides flexibility for hotels to align workforce needs with occupancy levels and operational loads. Meanwhile, permanent employees typically hold more stable positions or have longer tenures. This employment status can also influence compliance with SOPs and work motivation. Permanent employees tend to have stronger loyalty and understanding of procedures, while contract employees and daily workers may still be in the adjustment phase. This variation in status provides a richer picture of how the implementation of Housekeeping SOPs impacts the work quality of Room Attendants at Hotel Ra Hospitality.

Table 6. Validity Test Results (X)

Variable	Items	Correlation Value (r-hitung)	r-tabel (5%)	Testing	Information
Implementation of Housekeeping SOPs (X)	X. 1	0.768	0.2787	r-hitung > r-tabel	Valid
	X. 2	0.834			Valid
	X. 3	0.817			Valid
	X. 4	0.872			Valid
	X. 5	0.709			Valid
	X. 6	0.871			Valid
	X. 7	0.779			Valid
	X. 8	0.723			Valid
	X. 9	0.872			Valid
	X. 10	0.562			Valid

Source: SPSS Data Processing Results (2025)

Based on the results of the validity test on the variable of Housekeeping SOP Implementation (X) which consists of 10 statement items, all items have a calculated r value greater than the table r value (0.2787) at a significance level of 5% and the number of respondents is 50 people. This indicates that all statement items are declared valid and suitable for use in further research.

Table 7. Validity Test Results (Y)

Variabel	Item	Correlation Value (rhitung)	r-table (5%)	Testing	Information
Room Attendant work quality (Y)	Y. 1	0.716	0.2787	r-hitung > r-tabel	Valid
	Y. 2	0.855			Valid
	Y. 3	0.775			Valid
	Y. 4	0.686			Valid
	Y. 5	0.737			Valid
	Y. 6	0.717			Valid
	Y. 7	0.805			Valid
	Y. 8	0.663			Valid
	Y. 9	0.647			Valid

Source: SPSS Data Processing Results (2025)

The results of the validity test on the Room Attendant Work Quality variable (Y) show that all statement items (Y.1 to Y.10) have a calculated r value greater than the table r value of 0.2787. Thus, all items are declared valid, meaning that each statement item in this research instrument is able to measure the intended variable accurately and is suitable for use in further analysis.

Table 8. Reliability Test Results

Variable	Cronbach's Alpha	r-standard	N of Items	Information
Penerapan SOP <i>Housekeeping</i> (X)	0,929	0,60	10	Reliabel
Kualitas Kerja <i>Room Attendant</i> (Y)	0,892	0,60	10	Reliabel

Source: SPSS Data Processing Results (2025)

Based on the results in Table 4.3, it can be seen that the Housekeeping SOP Implementation variable (X) has a Cronbach's Alpha value of 0.929, and the Room Attendant Work Quality variable (Y) has a value of 0.892. Both values are well above the minimum reliability threshold of 0.60, as recommended in the reliability testing of the research instrument. High Cronbach's Alpha values indicate that all items in the questionnaire for each variable have excellent internal consistency.

Therefore, it can be concluded that the instrument used in this study is reliable and suitable for use in data collection and further analysis.

Table 9. Coefficient of Determination Test

R	R Square	Adjusted R Square	Std. Error of the Estimate
.775a	.601	.592	2.075

Source: SPSS Data Processing Results (2025)

The R-square (R^2) value is 0.601, indicating that 60.1% of the variation in the Room Attendant Work Quality variable (Y) can be explained by the Housekeeping SOP Implementation variable (X). Meanwhile, the remaining 39.9% is explained by other factors outside this research model. This relatively high R-square value indicates that SOP implementation has a significant and substantial contribution to shaping the work quality of Room Attendants at Hotel Ra Hospitality. This means that the better the SOP implementation in Housekeeping operations, the higher the quality of employee performance. Thus, this finding supports the hypothesis that the implementation of Housekeeping SOPs plays a significant role in improving overall employee work standards.

5.0 CONCLUSIONS AND SUGGESTIONS

Implementation of Housekeeping SOPs at Hotel Ra Hospitality the findings indicate that the implementation of Standard Operating Procedures (SOPs) in the Housekeeping division has been effective. The statement with the highest mean score was "Implementing SOPs helps reduce guest complaints," with a score of 4.74. This indicates that SOPs are not only well understood by employees but have also had a tangible impact in reducing guest complaints and increasing recognition for their performance by their direct superiors. Room Attendant Work Quality at Hotel Ra Hospitality the findings indicate that Room Attendants at Hotel Ra Hospitality have key strengths in their professional attitude, work ethic, and attention to detail. This reflects that employees not only perform their duties technically but also demonstrate high integrity and dedication to providing quality service.

The Effect of Housekeeping SOP Implementation on Room Attendant Work Quality Attendants at Hotel Ra Hospitality The results of this study indicate that the implementation of Housekeeping SOPs has a positive and significant impact on the work quality of Room Attendants at Hotel Ra Hospitality. Regression analysis revealed a regression coefficient of 0.537 with a significance value of 0.000 ($p < 0.05$), and a calculated t-value of 8.494 > t-table 2.011, statistically confirming this effect. The R-square value of 0.601 indicates that 60.1% of the variation in Room Attendant work quality is explained by SOP implementation, while 39.9% is influenced by other factors such as experience, motivation, and work environment. These findings confirm that SOPs play a significant role in improving consistency, efficiency, and professionalism in the hotel environment.

Housekeeping SOP Implementation Variable (X) The item with the lowest mean score was the statement: "I always produce consistent work results every day," with an average score of 4.50. This indicates that the level of consistency in carrying out daily work still needs improvement, although

it is generally considered good. Therefore, it is recommended that management improve the daily monitoring system and provide regular feedback to Room Attendants. Direct supervision and regular review of work results can help maintain consistent SOP implementation over time. In addition, refresher training programs on SOP implementation can also be conducted periodically to maintain understanding and work discipline.

Room Attendant Work Quality Variable (Y) The item with the lowest mean score was the statement: "I ensure that no dirt remains after cleaning," with an average score of 4.74. Although this score is considered high, it remains the indicator with the lowest score in the work quality variable. This indicates that there is still potential to improve the accuracy and final quality of room cleaning results. Therefore, it is recommended that final room check procedures be strengthened before rooms are released for resale. Implementing a checklist and visual verification by a supervisor or team leader can help ensure all cleaning details are met optimally.

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