


The Role Of Supervisors And Standard Operating Procedures For Cleaning Rooms In Improving The Performance Of Employees Housekeeping Department Hotel Grand Mercure Medan

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Article Info	ABSTRACT
Keywords: Tourism, Supervisors, Standard Operational Procedure, Housekeeping,	The purpose of this study was to determine how the role of the Supervisor and the standard operating procedures for room cleaning in improving the performance of housekeeping department employees. This type of research is a type of qualitative research. In this study, data were collected through observation and in-depth interviews, research samples of supervisors at Grand Mercure Medan Hotel in the housekeeping department. The results of this study say that the role of supervisors and standard operating procedures (SOP) greatly affects employee performance so that employees can carry out SOP properly at work and with the role of supervisors and standard operating procedures can improve employee performance.
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INTRODUCTION

In Indonesia, tourism ability is the maximum ability sector to be evolved. presently, tourism in our us has experienced a totally rapid development. this is evidenced through the growing number of accommodation, delivery, tourist points of interest, souvenirs and travel corporations. The development of this tourism has infected almost all towns and areas in Indonesia (Pranata & Chair, 2021)

Likewise, the city of Medan which has a very sturdy alternate and provider financial base and has a variety of tourism capacity need to have an area wherein vacationers can relaxation and live, for that accommodation is wanted via tourists who come to go to Medan. With this ability commenced many entrepreneurs who are struggling in the hospitality industry, set up inns through presenting a variety of specific ideas, facilities and offerings supplied.when discussing the world of hospitality, then we can be associated with the business of offering room offerings, specifically lodges, due to the fact hotels are one of the commercial enterprise entities engaged in commercially managed services wherein guests get accommodations offerings (rooms), meals and liquids and other services. through providing good service, visitors will experience happy and cozy to live at the hotel.

one of the main elements that cause visitors to sense satisfied and secure staying at the resort is the circumstance of the lodge, each in rooms and in public areas easy, neat, comfy and safe. really visitors will feel happy and happy if the room they hire and the offerings they get are in accordance with what they need (Widarta, 2022).

One of them is the Grand Mercure Medan Hotel which has a very good lodging concept, offering brilliant services with various facilities that are fun for tourists. The Hotel is attractive not only for its amenities but also for the suave service of all its staff, which ensures a comfortable stay. Being a hotel employee is not easy, because every employee needs to prove his skills and expertise in his field of expertise, one of which is housekeeping. Ensuring that all hotel departments have the right strategy with appropriate service quality and run the hotel well (Sugiman Sugiman, 2021).

Employee performance is very important for the corporate world, including hotels. Is the result of work performed by an individual, adapted to the role or task of that individual in the organization, and is associated with certain values and standards of the organization or company in which that individual's work is performed (Dadang & Heriyanto, 2020).

To create optimal performance, the company has provided a design in the form of SOP that aims to make it easier for employees to carry out their activities, and minimize the level of error in carrying out their duties. Standard operating procedure is a standard where there is a specific rule, principle, or action that is set as a reference for employees in performing their duties consistently. Room Attendant or commonly called a flight attendant is a floorsection officer whose duty is to maintain cleanliness, neatness, comfort, and complete all Guest Needs. In the daily operations of a room attendant must have good behavior, polite, honest, suave attitude to fellow employees and guests. Providing good service to guests is very important for a room attendant to ensure guest satisfaction and comfort (Simatupang, 2022).

Housekeeping must also be professional and work effectively and efficiently to minimize complaints from guests. Proper supervision is very important in the housekeeping department, because the work of the housekeeping department has a significant impact on hotel guest satisfaction. A Supervisor must supervise the employee to ensure that the operation is performed correctly. A housekeeping manager must have sufficient knowledge and understanding to be able to coordinate and supervise the successful functioning of all work related to his department (Muhardi & Arsyad, 2021).

The key to success in producing a good room at the Grand Mercure Angkasa Hotel is the implementation of standard operational procedures because sop is one of the important parts in the company (Salsabila et al., 2023) room cleaning in accordance with the standards set by each hotel (Widarta, 2022).

METHODS

Data Types and Sources

The type in this research is qualitative research. Qualitative method is a method for exploring and understanding the meaning of data obtained from research on a number of

individuals or a group of people who come from social or humanitarian problems (Rofiqoh & Zulhawati, 2020).

Data collection in this study researchers used primary and secondary data sources. Primary data and secondary data are as follows (Rofiqoh & Zulhawati, 2020)

1. Primary Data

Primary data, namely data obtained directly from respondents through questionnaires, interviews and observations. In this study only used interviews and observations.

2. Secondary Data

Secondary data, namely data that supports primary data, in the form of reports, books, organizational structures, the internet and through literature related to this research problem.

Data Collection Methods

Techniques that are applied at the information gathering stage to obtain a collection of data from respondents depending on the research environment. In this study, data was collected through (Purwanza et al., 2022):

1. Field research:

- a. Observation. Involves paying attention to an object using all the sensory organs.
- b. Interview. An interview is an activity carried out to obtain information directly. In this study, interviews were conducted with the Housekeeping Supervisor, to collect data and obtain complete information about all related matters. The interview guidelines that will be used by researchers are:
 - a) Subject identity (name, position, age, length of work)
 - b) Room cleaning SOP
 - c) Supervisor's role in the room cleaning SOP
 - d) How to improve employee performance
 - e) Supervisor's role in improving employee performance

2. Library research: collecting data from various relevant sources.

The results of this study are in line with previous research which states that the role of supervisors has a positive effect on employee performance in previous studies stating that efforts have been made in improving employee performance, namely all employees are trained according to their performance capabilities and evaluated every 3 months. This is enough to improve employee performance with small changes like this in the hope that every month employee performance will increase.

Data Analysis Methods

Data analysis is carried out after the data is collected. In this study, descriptive data analysis techniques were used to describe the data collected without generalization. The aim is to get a comprehensive, in-depth, natural, and what it is picture of the problem being studied (Rofiqoh & Zulhawati, 2020). Several other techniques are used for data analysis (Hardani et al., 2020):

1. Data Collection
Data and information collected from interviews, observations, and documentation will be recorded in research notes that include what is heard, experienced, recorded, seen, and felt without the researcher's reaction.
2. Data Reduction
Data reduction is a selection process that focuses on steps to simplify, abstract, and transform rough data obtained from written notes in the field.
3. Presentation Of Data
Data presentation is intended to help researchers see the results of their research. The amount of data obtained makes it difficult for researchers to understand the process that produces findings and conclusions, because the results of the research are still isolated data.
4. Conclusion Taking
Drawing conclusions is an attempt to find or understand an orderly pattern, clarity, causal flow, or the meaning of a statement. This conclusion must answer the research question based on the data collected and analyzed and adjusted to the theory and research objectives.

RESULTS AND DISCUSSION

Standard Operational Procedure (SOP) Room Cleaning Grand Mercure Medan Hotel

The results of this study with the results of the interview stated that for cleaning all types of rooms at Grand Mercure Medan Hotel are the same. The SOP for room cleaning at Grand Mercure Medan Hotel is as follows:

1. Entering the door / entering the room. Knocking on the door or ringing the bell with a greeting.
2. Open the window draperies. Open the windows and curtains, so that fresh air and sunlight can enter the room.
3. Take a good look. Pay attention to the entire state of all rooms, especially rooms that have been left by guests, if there are items or facilities that are missing or carried by guests who have stayed in the room.
4. Turn off every light and the air conditioner / turn off all electrical equipment. Extinguish all lights if they are still on, and turn off the TV, radio, or other electrical devices that are not in use.
5. Clear up / clean up. Hang up all guest clothes that are scattered in the room. Clean all ashtrays, glasses, trays, water flasks, and garbage disposed of in the trash (pay attention so that there are no cigarette butts that are still lit).
6. Checking damages. Check all equipment if there is damage immediately report to the housekeeping office to immediately get repairs by engineering.
7. Gathing soiled linen / linen collection. Collect all linens. To lift the soiled sheets on the bed, one by one to avoid the possibility of guests' belongings being left on the bed to

- be noticed. And note that the mattress protector may be dirty and must be replaced with a clean one.
8. Saving steps/effective steps. After putting the dirty linen into the trolley bag, return to the room with clean linen, guest supplies and cleaning supplies as needed.
 9. Making Bed. Knowing all the clean linen, bedding and installation equipment are in accordance with the hotel's standard bedding arrangement.
 10. Dusting. A good way of dusting is to prioritize places that are above such as ceilings, walls, windows, meble, floors or carpets and trash cans. Parts that are dirty but not visible must be considered. When cleaning the table there are guest items, try not to change their place.
 11. Changing guest supplies. Adding and replacing all guest supplies in the bedroom that are damaged or used by guests.
 12. Entering the bathroom
 13. Cleaning the bath tub and shower
 14. Cleaning the wash basin
 15. Cleaning the toilet bowl / cleaning the toilet seat
 16. Completed guest suplies /equipment
 17. Cleaning bath room floor
 18. Cleaning the entrance door. Clean the door as a whole which includes the door leaf, door frame/hazard lights, door gangway and lock handle.
 19. Cleaning the floor and vacumming the carpet. Pay attention when cleaning the floor either mopping or vacuuming take the farthest step first, so that the environment that has been cleaned is not stepped on again.
 20. Last checking. Check again before leaving the room:
 - Perhaps the windows have not been locked, the air conditioner has not been run, extinguish any lights that are still on.
 - Maybe the room facilities are incomplete or in the wrong location.
 - There may also be equipment left behind.
 - Close the door making sure it is locked

In the Standard Operational Procedure above shows about the standard make up room in Grand Mercure Medan Hotel, this SOP must be known, obeyed and carried out in the room attendant. In order to have a good impact on the hotel and guests feel satisfied and comfortable during breaks so that there are no complaints from guests. For SOP, all room types are the same, the only difference is the processing time when you get a wider room type. And Room Attendant has followed the SOP that has been given by the company.

Duties and Responsibilities of the Hosekeeping Supervisor

The results of this study with the results of interviews asked directly by the respondents stated that the duties and responsibilities of the supervisor Room at Grand Mercure Hotel Medan are as follows:

- 1 Handling worksheets for Room attendants in the morning.
- 2 Before starting work a supervisor is in charge and responsible for handling breafing. Which is where breafing is very influential on employee performance because in the breafing a supervisor provides motivation and direction to employees.
- 3 After starting work a supervisor must check the previous VC room, VC rooms are rooms that have been cleaned by Room attendants on the previous day that have not been checked by the supervisor, these rooms must be checked by the supervisor because the rooms will be reported and sold to guests who will stay at the hotel.
- 4 Make a housekeeping work schedule and divide tasks when working.
- 5 Make a room status report into the Houseekeeping report.
- 6 Responsible for rooms that have been cleaned by employees and after being checked.
- 7 Can resolve guest complaints.
- 8 A supervisor must ensure that the employee's work has been completed before the shift change.
- 9 Supervise employee performance in accordance with the SOP that has been determined by a company.

In the duties and responsibilities of the supervisor above, it shows that these duties and responsibilities must continue to be carried out or carried out by the supervisor in order to have a good impact on the performance of employees and the company. In the explanation above, the supervisor has carried out his duties and a supervisor is responsible for the work that has been provided by the company.

Supervisor's Role in Room Cleaning SOP

The results of this study with the results of interviews asked directly by respondents stated that the role of the supervisor in the SOP cleaning rooms at Grand Mercure Hotel Medan are as follows :

1. When the room has been cleaned by the room attedant, a supervisor must check the room or dabel check the work of the room attendant.
2. If at the time a supervisor checks the room that has been cleaned by the room attedant but there is still something that is not clean, the supervisor must call back the room attendant to re-clean.
3. If when a supervisor checks a room that has been cleaned by the room attedant but there are still deficiencies that have not been completed such as aminities, the supervisor is obliged to call back the room attendant to refill the missing aminities.
4. If everything has been checked by the supervisor and all equipment in the room has been completed, the supervisor must change the status of the room to VC.

The role of the supervisor above shows that a supervisor has an important role in the performance of room attendants because if there is no supervisor's role, the room attendant's performance is messy or wrong. And the author found a shortage of aminities at the time of cleaning the room and a supervisor called the room attendant to refill the shortage.

How To Improve Employee Performance

The results of this study with the results of interviews asked directly by respondents stated that how to improve employee performance at the Grand Mercure Hotel Medan are as follows:

1. Conducting breafing every day in the morning in the forum a supervisor provides motivation to employees.
2. The supervisor conducts what is called training where the training is very useful and good for application in the field.
3. A supervisor always reminds employees about their job descriptions and the mistakes employees have made in the past and a supervisor provides direction so as not to repeat the next mistake.
4. A supervisor provides a good and good communication system to his employees because with good and good communication, an employee is more directed and easy to understand what is said by a supervisor.
5. Doing what is called a reward system for employees. With the use of this system, an employee will be more enthusiastic in carrying out his duties and responsibilities.
6. Involve employees to share ideas. On several occasions, companies also need to involve employees to share ideas with the company. This will increase the creativity of each worker to be able to innovate and channel ideas / ideas that can be considered by the company.

A supervisor has directed to improve employee performance. In order to have a good impact on all employees from the above statement, we can conclude that supervisors are needed and very important in companies or hotels, especially those in the housekeeping department.

Interview Results

Based on the results of interviews conducted by researchers, the results of interviews conducted by researchers in this study can be seen as follows:

Table 1. Interview Results

No	Question	Answer
1	Did the supervisor receive an assign- ment from EHK?	Yes, because instructions from superiors must be carried out and carried out for the sake of smooth operations (Mr Iswandi) Yes, because it is for the sake of carrying out tasks properly (Mrs Mariatik) Sometimes, because there are supervi- sors who already know their work with- out being given orders (Mr Adi)
2	Does the supervisor conduct daily breafing to employees?	Yes, because it is to inform what must be done on that day (Mrs Mariatik) Yes, because to confirm about the event

		on this day or VIP room (Mr Iswandi) Yes, because with breafing employees are more directed with their work (Mr Adi)
3	Does the supervisor check and scrutinize the Room Attendant's work properly?	Yes, because it is our responsibility (Mrs Mariatik) Yes, because it ensures that the room attendant's work is good and correct or not (Mr Iswandi) Yes, because the supervisor must work operationally (Mr Adi)
4	Does the supervisor make a report on the work done in the logbook?	Yes, because EHK wants to check the logbook (Mrs Mariatik) Yes, because it is easy to communicate to the next shift (Mr Iswandi) Yes, so that it can be rimend again if something happens in the future (Mr Adi)
5	Does the supervisor check the Room Attendant's trolley/pantry?	Yes, always confirm that it has been cleaned or not (Mrs Mariatik) Yes, making sure that the trolley and pantry are neatly organized (Mr Iswandi) Sometimes, because they already know what to do (Mr Adi)
6	Do supervisors always provide guidance and direction as well as motivation to improve performance to employees?	Yes, always because with work motivation employees are more enthusiastic in doing their job (Mrs Mariatik) Yes, so that it can be better for the future (Mr Iswandi) Yes, by providing training once a month (Mr Adi)
7	Does the supervisor help subordinates to deal with guest complaints?	Yes, because it is his responsibility (Mrs Mariatik) Yes, because the supervisor must deal directly with the guest if the room attendant cannot handle it (Mr Iswandi) Yes, so that we can remind the room attendant not to repeat the same mistake (Mr Adi).
8	Do supervisors affect employee performance?	Yes, so that employees can be even better for the future (Mrs Mariatik)

		Yes, the more work is pressured by the supervisor, the more optimal the work will be (Mr Iswandi) Yes, because supervisors have an important role for their employees (Mr Adi)
9	Is there often a miss communication between employees and supervisors during high occupancy?	Often, because we are often required to be fast (Mrs Mariatik) Sometimes, because there are some guests who ask for the room quickly (Mr Iswandi) Often (Mr Adi)
10	Has the supervisor implemented the SOP properly?	Yes, because we will be modeled by the employees (Mrs Mariatik) Already, because it has become a standard issued by the hotel (Mr Iswandi) Yes, because it is the jobdesk (Mr Adi)
11	Does the supervisor have an important role in the room cleaning SOP?	Yes, because it must be checked again when it is finished being cleaned by the room attendant (Mrs Mariatik) Yes, the supervisor must ensure that everything has reached the applicable sop (Mr Iswandi) Yes, because sometimes there are employees who often forget / leave amenities (Mr Adi)

From all the questions the author gave to the supervisor that a supervisor carries out his duties and responsibilities that are given well, but there are some that often occur miscommunication between employees and supervisors due to high occupancy.

Discussion

The results of observations and interviews state that a Housekeeping Supervisor has carried out their duties and responsibilities well. They provide professional direction to employees and carry out the jobdesk as follows:

1. Handling worksheets for Room Attendants in the morning.
2. Conducting breafing before starting work to provide motivation and direction to employees.
3. Checking VC rooms (rooms that have been cleaned before) that have not been checked by the supervisor. This room will be reported and sold to guests who will stay at the hotel.
4. Make Housekeeping work schedules and distribute tasks to employees.
5. Create a room status report in the Housekeeping report.

6. Responsible for rooms that have been cleaned by employees after checking.
7. Handling complaints from guests.
8. Ensure employee work is completed before shift change.
9. Supervise employee performance in accordance with the SOP set by the company and provide daily briefing to provide motivation, input, and training to employees.

The results of this study are in line with previous research which shows that the role of a supervisor has a positive influence on employee performance. Efforts have been made to improve employee performance, including through training and performance evaluations every 3 months (Lubna Asra Rina et al., 2022). However, there are still some obstacles, such as the lack of communication between employees and supervisors when the hotel is busy, as well as limited human resources, pantry, trolley, and cleaning tools that affect employee performance. Therefore, supervisors need to provide innovations to improve employee performance (Amina Hafnawi, 2021).

Based on the results of observations and interviews obtained by the author, room attendants greatly influence room cleaning. It can be seen from the author's observations at Grand Mercure Medan Hotel that in doing work all standards must be obeyed and followed by room attendants. Such as standard operating procedures for room cleaning in accordance with the standards that apply to the Grand Mercure Medan Hotel. The standard operational procedure provided is a 5-star standard, therefore an employee must follow the applicable regulations and a room attendant has followed and implemented the applicable sop. The results of this study are in line with previous research which states that sop has a positive effect and sop has an influence on employee performance and previous research states that the sop has been implemented (Putu et al., 2023). We can see that in the room cleaning sop the author found a lack of amenities when he finished cleaning the room and a supervisor immediately called the room attendant to refill the room so that the room could be sold and the sop implementation was still running. While previous research is not in line with other previous studies which state that the sop is still lacking and has not been implemented properly, the name sop the obstacles faced by previous studies state that the rooms that have been cleaned are still dirty and the floors are still not clean so that guests do not feel satisfied during their stay (Salsabila, Baharta 2023). It can be concluded that the role of the supervisor and standard operational procedures greatly affect employee performance so that employees can carry out the sop properly at work and with the role of the supervisor and standard operational procedures this can improve employee performance.

CONCLUSION

Based on the analysis of the problems discussed in the previous chapter, the authors can conclude that. Supervisors are very important in improving room attendant performance, with the supervisor helping room attendant performance in doing work, namely: Supervisors have carried out their duties and responsibilities well to the room attendant. by supervising employee performance and at the time of room attendant room cleaning, and always

checking trolley and pantry on each floor room attendant and providing training and motivation to employees where training and motivation are very useful and useful for improving employee performance. An employee has paid attention to and carried out the operational standards that have been set and carried out their responsibilities and duties in accordance with the procedures properly. With the existence of a supervisor can make room attendants can complete the room according to the standards given. So that no room is too late to be sold and when it is sold the room is complete and guests can feel good service and feel satisfied with all the facilities available. Thus the implementation of the supervisor's role in improving employee kinera is classified as good but there are several things that need to be improved again to provide the best service for every hotel guest, so that hotel guest visits can be maintained and even further improved, and increase room attendant performance in carrying out their duties and responsibilities. Supervisors have carried out socialization of SOP to all staff so that they can lead to good company standards. In improving the performance of room attendants, a supervisor seeks training for each employee and provides work motivation and evaluates work results in order to achieve good service quality in housekeeping. Supervisors are very influential in improving performance because it will have a direct impact on guests if the room attendant's work is messy and not supervised by the supervisor.

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