

**Strategies for Enhancing Customer Satisfaction in Hotels in Jakarta in the
Context of Indonesia's Economic Development**

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ABSTRACT

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This research investigates strategies for enhancing customer satisfaction in hotels within Jakarta, Indonesia, considering the context of the nation's economic development.. This study aims to identify key areas for improvement in hotel management practices to foster a resilient tourism landscape. Employing a qualitative descriptive approach, the study focuses on understanding the experiences and perspectives of employees within four selected hotels in Jakarta. Data collection methods included interviews, documentation, and observation to gain a holistic understanding of the workplace environment and employee attitudes. The respondents comprised nine individuals, including managers and supervisors. Data analysis involved organizing, examining, and coding the collected data to identify prevalent themes and patterns, followed by data validation through triangulation. The findings emphasize the importance of employee engagement strategies, communication practices, and organizational culture in enhancing customer satisfaction. Key strategies include fostering a culture of recognition and reward, providing opportunities for growth and development, establishing clear communication channels, promoting open communication, and emphasizing diversity and inclusion. Ensuring that employee voices are heard through regular surveys and feedback sessions is also crucial. The research suggests that hotels should prioritize these elements to cultivate a more productive, engaged, and satisfied workforce, ultimately leading to greater organizational success. Future research should continue to explore these dynamics, ensuring that the industry adapts to the changing preferences and values of its clientele. The study implies that a holistic approach to employee engagement, communication, and organizational culture is essential for success in the contemporary hotel industry.

INTRODUCTION

The hospitality industry in Indonesia, particularly in areas like Jakarta, plays a crucial role in the nation's economy and is heavily influenced by various factors that determine customer satisfaction and retention. A growing body of research highlights the significance of pricing, promotion, and service quality in shaping guests' decisions to stay at hotels. Yusuf and Hasanudin (2025) demonstrated that these three elements contribute significantly to the decision-making process, with a combined influence accounting for 47% of decision variance. Consequently, hotels are encouraged to optimize their strategies concerning flexible pricing structures, impactful promotional efforts, and consistent service quality to enhance guest retention.

In addressing customer satisfaction, several scholars have identified its profound impact on hotel room occupancy. Candra et al. (2025) argue that customer satisfaction directly affects the number of occupied hotel rooms, thereby underlining the vital importance of maintaining high service quality. It is essential for hotels to consistently improve these variables, particularly when considering the direct feedback from guests staying at the hotel. This highlights a cyclical relationship between service quality, customer satisfaction, and hotel occupancy rates. Improving these elements not only enhances customer experience but also drives overall business performance in the competitive hospitality market.

Tourism, as defined by Tjiptono et al. (2025), serves as a fundamental sector within Indonesia's economic landscape. The implications of tourism extend beyond mere financial contributions; they also encompass social, cultural, and environmental dimensions that are vital for sustainable development. The challenges associated with implementing sustainable practices in tourism, particularly in emerging markets like Indonesia, cannot be underestimated. As tourism evolves, stakeholders must navigate the complexities of ensuring sustainable growth while adapting to the fluctuating demands of a global market that increasingly values environmental integrity.

However, the current state of tourism in Indonesia reveals pressing challenges. Achmad and Wiratmadja (2025) point to a decline in the quality of facilities and services, which undermines the attractiveness of tourist destinations and hinders local economic growth. This decline necessitates a proactive approach to develop a collaborative model aimed at identifying and enhancing the essential service and facility factors that contribute to effective tourism development. By fostering collaboration among various stakeholders, including hotel operators, local governments, and community organizations, it is possible to create a more robust infrastructure that supports enhanced tourist experiences and promotes longer-term economic benefits to local communities (Wijayanto, W., & Setiawan, R. 2023).

The comprehensive nature of customer satisfaction draws attention to multiple dimensions of the consumer experience within the hotel industry. Suhud et al. (2025) highlight that factors such as self-satisfaction, price, transactional value, hedonic value, and overall service quality significantly enhance customer satisfaction levels. The acknowledgment that satisfaction is a strong predictor of customer loyalty positions it as a pivotal area for hotels to focus on. Conversely, certain aspects, such as aesthetics and prestige, have not exhibited a significant influence, suggesting that hotels should prioritize elements that meaningfully resonate with their guests' expectations and experiences.

Moreover, the contemporary trends emerging in the tourism sector reflect a growing consumer consciousness regarding environmental issues. Anita et al. (2025) emphasize that

today's customers, particularly the millennial generation (Gen Y), show an increasing concern for environmental protection, actively participating in initiatives aimed at safeguarding ecological integrity. This shift in consumer behavior presents hotels with an opportunity to align their operational practices with environmentally sustainable principles, thereby attracting a clientele that values such efforts. The integration of sustainability into hotel management not only satisfies the ethical demands of modern consumers but also enhances brand loyalty and market competitiveness.

The interplay between economic conditions, customer satisfaction, and sustainability in the Indonesian hospitality sector underscores the necessity for a nuanced and strategic approach to hotel management. As the tourism industry continues to evolve, stakeholders must engage in continuous improvement efforts that prioritize flexible pricing, effective promotions, and high service quality while also embracing the imperatives of sustainable development. Meeting the expectations of a conscientious customer base, particularly among the millennials, will be instrumental in driving growth, improving room occupancy, and fostering a resilient tourism landscape in Jakarta and beyond. Future research should continue to explore these dynamics, ensuring that the industry adapts to the changing preferences and values of its clientele. Based on the problems above, The findings aim to highlight areas for improvement, such as employee engagement strategies, communication practices, and organizational culture, ensuring that the voice of the employees is recognized and considered in decision-making processes.

METHOD

This research employs a qualitative descriptive approach, focusing on understanding the experiences and perspectives of employees in the hospitality sector, specifically within four selected hotels in Jakarta. The primary data collection methods include interviews, documentation, and observation. These methods are chosen to gain a holistic understanding of the workplace environment and employee attitudes, offering rich, detailed insights that numbers alone cannot provide.

The selection of hotels is done through purposive sampling, allowing for the targeted gathering of information from specific organizations that serve as ideal representatives for this study. This method is particularly valuable as it ensures that the selected hotels meet predetermined criteria relevant to the research questions, such as size, reputation, and the diversity of the workforce. The respondents comprise a total of nine individuals, including five managers and four supervisors. This demographic mix is critical to providing a comprehensive view of the operational dynamics and employee experiences within these hotels.

Data collection commenced in early January and spans until March 2024. Interviews serve as the primary means of gathering qualitative data, allowing respondents to share their narratives and insights in their own words. Each interview is semi-structured, which provides a framework of questions while also allowing flexibility for respondents to explore topics they find significant. This format fosters a conversational atmosphere, encouraging openness and depth in responses.

Documentation is another essential data source, including company policies, employee handbooks, and training materials. This form of data helps contextualize the interviews and allows for a deeper understanding of how organizational structures, practices, and cultural elements influence employee experiences. Observations conducted within the

hotel settings contribute an additional layer of understanding by providing insight into the day-to-day operations and interactions that shape the work environment.

Following data collection, the analysis proceeds through systematic steps. Initially, the gathered data are organized and closely examined to identify prevalent themes and patterns. This involves transcribing interviews, categorizing responses, and synthesizing information from documentation and observations. Through coding, significant statements are highlighted, allowing for a focused analysis of the various elements influencing employee experiences. The next step in the analytical process involves data validation through triangulation. This technique enhances the credibility of the findings by comparing and cross-verifying information obtained from different data sources. By corroborating insights gained from interviews, documentation, and observations, the research minimizes biases and strengthens the validity of the conclusions drawn. For instance, if a theme emerges in interviews, it is vital to look for supporting evidence in the observed behaviors or documented policies to bolster the findings.

RESULT AND DISCUSSION

Based on the results of interviews and observations with 9 hotel employees, there are key points that will be addressed in this research: to highlight areas for improvement, such as employee engagement strategies, communication practices, and organizational culture, ensuring that the voice of the employees is recognized and considered in decision-making processes. This can be summarized in Table 1 below:

Table 1. Strategies Enhancing Customer Satisfaction

No	Strategies	Explanation
1	Employee Engagement Strategies	<p>Foster a culture of recognition and reward</p> <p>Implement programs that acknowledge and celebrate employee contributions, both big and small.</p> <p>Provide opportunities for growth and development:</p> <p>Offer training, mentorship, and advancement opportunities to help employees reach their full potential.</p>
2	Communication Practices	<p>Establish clear and consistent communication channels: Ensure that information is shared effectively and transparently, using various platforms and formats.</p>

		<p>Promote open and honest communication: Encourage employees to speak up and share their opinions without fear of retribution.</p> <p>Actively listen to employee concerns: Respond to feedback and address issues promptly and effectively.</p> <p>Provide regular updates and feedback: Keep employees informed about organizational goals, progress, and changes.</p> <p>Use technology to enhance communication: Leverage email, instant messaging, and other tools to facilitate communication and collaboration</p>
3	Organizational Culture	<p>Emphasize diversity, equity, and inclusion: Create a workplace where everyone feels valued and respected, regardless of their background or identity.</p> <p>Promote a culture of trust and respect: Encourage employees to treat each other with kindness and consideration. Empower employees to take ownership and responsibility: Give employees the autonomy and resources they need to succeed.</p> <p>Foster a culture of continuous improvement: Encourage employees to identify areas for improvement and implement solutions.</p>
4	Ensuring Employee Voice is Heard	<p>Conduct regular employee surveys and feedback sessions: Gather input from employees on a regular</p>

		<p>basis to identify areas for improvement.</p> <p>Establish employee advisory councils or committees: Provide a platform for employees to voice their opinions and contribute to decision-making processes.</p> <p>Encourage open-door policies and one-on-one meetings: Create opportunities for employees to have direct conversations with their managers and leaders.</p> <p>Actively listen to employee feedback and address concerns: Respond to feedback and implement changes based on employee input.</p> <p>Acknowledge and celebrate employee contributions: Show appreciation for employee efforts and contributions</p>
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The contemporary workplace is rapidly evolving, necessitating a strong emphasis on employee engagement, communication practices, organizational culture, and ensuring that employees feel heard. Each of these areas plays a critical role in fostering a productive and positive work environment. In this discussion, we will delve into actionable strategies for enhancing employee engagement, effective communication practices, building a supportive organizational culture, and ensuring that employee voices are not only heard but actively integrated into decision-making processes. To begin with, employee engagement strategies are foundational for cultivating a motivated and dedicated workforce. One of the pivotal strategies is fostering a culture of recognition and reward (Ramya, S. R., & Vanithamani, M. R. 2023). Recognizing employees for their contributions, whether through formal awards or informal acknowledgment by peers and management, instills a sense of pride and value among employees. It can be as simple as a public shout-out during a team meeting or a more structured rewards program. Small gestures of appreciation often have a significant impact on morale and can drive employees to perform at their best.

In addition to recognition, providing opportunities for growth and development is crucial (Setiawan, R., & Susilowati, T. Y. 2024). Employees who feel they have avenues to advance their skills and careers tend to be more engaged. Organizations can offer a variety of training programs, both in-person and online, mentorship opportunities, and clearly defined pathways for career advancement. This investment in employee development not only

enhances their skills but also demonstrates to them that the organization values their growth and potential.

Another important aspect of engagement is encouraging feedback and two-way communication. Establishing channels that allow employees to voice their ideas, concerns, and suggestions fosters an environment of inclusivity and collaboration (Lubis, M. 2024). It's essential that leaders actively listen to this feedback and demonstrate that it is valued. By creating a culture where feedback is not merely collected but acted upon, organizations can build trust and demonstrate their commitment to continuous improvement.

Promoting a sense of belonging and community within the workplace also enhances employee engagement. Organizing team-building activities, social events, and initiatives that foster positive relationships among employees can create a supportive and collaborative atmosphere. When employees feel connected to their colleagues, it enhances their overall experience at work, leading to increased satisfaction and productivity. Furthermore, ensuring a healthy work-life balance is paramount. Encouraging employees to take breaks, utilize their vacation time, and maintain personal well-being is critical to preventing burnout and promoting long-term engagement (Bella, K. M. J. 2023).



Figure 1. The Lobby of Hotel

Communication practices within an organization significantly influence both employee engagement and overall workplace effectiveness. Establishing clear and consistent communication channels is vital. This ensures that employees have access to the information they need and can contribute effectively to their teams. Diverse communication platforms should be utilized, such as newsletters, intranet portals, and regular town hall meetings, to disseminate information transparently. It's essential that communication is not only clear but also consistent, as this fosters a sense of stability and trust within the organization.

Promoting open and honest communication is another imperative practice. Employees should feel confident to voice their opinions, share concerns, and provide feedback without fear of retribution. This openness cultivates a climate of psychological safety, where employees feel empowered to be their authentic selves. Active listening is a critical component of successful communication; leaders must prioritize genuinely listening to their employees' concerns and addressing them in a timely manner. Regular updates and feedback regarding

company goals, progress, and changes keep employees informed and engaged, as they understand how their contributions align with the organization's objectives.

Leveraging technology can significantly enhance communication effectiveness. Tools such as instant messaging, video conferencing, and collaborative platforms streamline communication and make it easier for teams to stay connected, especially in hybrid or remote work environments. Technology not only facilitates communication but can also enhance collaboration, allowing employees to work together more efficiently and effectively (Agarwal, S. 2024).

The organizational culture shapes the overall employee experience and should emphasize diversity, equity, and inclusion. Creating a workplace where every employee feels valued and respected, regardless of their background or identity, is essential. This not only enhances morale but also drives innovation, as diverse teams bring varied perspectives and ideas to the table. Additionally, promoting a culture of trust and respect is crucial. Encouraging employees to treat one another with kindness and consideration fosters a supportive environment where individuals feel safe to express themselves and take risks (Wijayanto, W.et al, 2024)

Empowering employees to take ownership of their work reinforces their commitment and accountability. When individuals are given the autonomy to make decisions and are provided with the resources they need to succeed, they are more likely to take initiative and be engaged in their tasks. Building a culture of continuous improvement also plays a key role in employee satisfaction. Encouraging employees to identify areas for improvement and actively participate in implementing solutions fosters a sense of partnership and shared responsibility within the organization.

A critical aspect of maintaining engagement and a positive workplace is ensuring that employee voices are heard. Conducting regular employee surveys and feedback sessions allows organizations to gather insights on employee experiences and identify areas for improvement. This regular input is invaluable; it provides leaders with concrete data to inform their decisions and strategies. Establishing employee advisory councils or committees can provide a structured platform for employees to contribute their opinions and influence decision-making processes. By involving employees in discussions that affect their work and environment, organizations can foster a sense of belonging and investment in company success.

CONCLUSION

In conclusion, the contemporary workplace demands a holistic approach to enhance employee engagement, communication, and organizational culture while ensuring that employee voices are effectively heard. Fostering a culture of recognition and reward is foundational in motivating employees, as acknowledgment of their contributions can significantly elevate morale and performance. Simultaneously, providing opportunities for growth and development not only enhances skill sets but also reflects an organization's commitment to its workforce. Effective communication practices are vital in maintaining engagement and trust. Establishing clear, consistent communication channels and promoting an open dialogue where employees feel safe to express their opinions fosters a culture of inclusivity. Leaders must actively listen and respond to feedback, which is crucial for a productive workplace. Leveraging technology further facilitates communication, especially in hybrid work environments, enhancing collaboration among teams. A supportive organizational culture that prioritizes diversity, equity, and inclusion is also essential. Such an

environment not only uplifts employee morale but drives innovation by integrating diverse perspectives. Empowering employees to take ownership of their responsibilities and encouraging continuous improvement initiatives can further strengthen their engagement and sense of belonging. Moreover, ensuring employee voices are heard through regular surveys, feedback sessions, and advisory councils is key to fostering loyalty and commitment. This structured approach to gathering insights allows organizations to adapt and evolve in ways that meet the needs of their workforce. By prioritizing these elements, organizations can cultivate a more productive, engaged, and satisfied workforce, ultimately leading to greater organizational success and resilience in the face of change. The integration of these strategies will not only enhance the employee experience but also contribute to a thriving organizational culture that supports both individual and collective growth.

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