

STANDARD OPERATING PROCEDURES AS A STRATEGIC TOOL FOR SERVICE QUALITY MANAGEMENT: A CASE STUDY OF HOUSEKEEPING OPERATIONS IN AN INTERNATIONAL FIVE-STAR HOTEL

Nisfia Salsabilla Putri¹, Dani Adiatma², Stanny Dhamayanti³.

Department of Tourism, Faculty of Economics, Universitas Garut

Email : nisfiasalsabila21@gmail.com, adiatmadani@uniga.ac.id, stanny@uniga.ac.id

Abstract

This study examines the role of Standard Operating Procedures (SOP) as a strategic tool for service quality management within housekeeping operations in an international five-star hotel. The research employs a descriptive qualitative approach based on direct observation and semi-structured interviews conducted during a one-year on-the-job training period. Data were analyzed through thematic categorization to identify patterns related to SOP compliance, supervisory control, workflow structuring, and quality assurance mechanisms. The findings indicate that structured SOP implementation enhances operational consistency, minimizes service variability, and strengthens preventive quality control systems. Supervisory inspections, checklist-based monitoring, and interdepartmental coordination contribute significantly to service reliability and guest satisfaction. Furthermore, SOP functions not only as an operational guideline but also as a strategic risk management mechanism in maintaining service excellence. This study highlights the strategic contribution of housekeeping operations to overall hotel competitiveness and reinforces the importance of standardized procedures in achieving sustainable service quality.

Keywords: Standard Operating Procedures, Housekeeping Management, Service Quality, Quality Control, Hospitality Management

INTRODUCTION

The hospitality industry continues to grow as a major contributor to the global tourism sector. Increasing competition among hotels requires management to maintain high service standards to ensure guest satisfaction and loyalty. Service quality is one of the most important factors influencing guest perception and overall hotel reputation. In this context, housekeeping plays a vital role because it directly affects the physical condition of guest rooms, which represent the core product of a hotel.

Housekeeping is responsible for maintaining cleanliness, comfort, safety, and aesthetic standards within the hotel environment. Guests often evaluate their stay based on room cleanliness, bed arrangement, bathroom hygiene, and overall room presentation. Therefore, the effectiveness of housekeeping operations significantly determines whether guests experience satisfaction or dissatisfaction. To maintain consistency and operational efficiency, hotels implement Standard Operating Procedures (SOP) that regulate cleaning techniques, sanitation processes, linen management, room

inspection procedures, and time allocation for each task.

Although SOPs are designed to standardize performance, their implementation in real operational conditions may face challenges. High occupancy rates, limited working hours, staff workload, and communication barriers in international hotel environments can affect the consistency of SOP application. Previous studies have discussed the relationship between service quality and customer satisfaction; however, limited research specifically examines how housekeeping SOP is implemented in daily hotel operations. Therefore, this study aims to analyze the implementation of housekeeping SOP in maintaining service quality and to identify the challenges encountered during its application in an international hotel setting.

1.1 Theoretical Framework

Service quality in the hospitality industry is commonly analyzed using the SERVQUAL model proposed by Parasuraman et al. (1988), which identifies five dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. In hotel operations, the housekeeping department significantly

contributes to the tangible and reliability dimensions, as room cleanliness and consistency directly influence guest perceptions and satisfaction.

Furthermore, the implementation of Standard Operating Procedures (SOP) aligns with the principles of Total Quality Management (TQM), which emphasize standardization, continuous improvement, and error prevention. SOP serves as a structured guideline that ensures operational uniformity and minimizes service variability. In high-contact service industries such as hospitality, procedural standardization plays a critical role in maintaining service excellence and reducing operational risk.

Therefore, analyzing SOP implementation in housekeeping operations provides insight into how procedural compliance contributes to service reliability, quality assurance, and overall hotel competitiveness.

Recent studies on service quality in the hospitality industry have extensively examined customer satisfaction using models such as SERVQUAL and perceived value frameworks. Previous research primarily focuses on the relationship between service quality dimensions and guest satisfaction outcomes, particularly in front office and food and beverage operations. In addition, studies on housekeeping management generally emphasize operational efficiency, cleanliness standards, and staff productivity.

However, limited attention has been given to how Standard Operating Procedures (SOP) function as a preventive quality control mechanism within housekeeping operations, particularly through structured checklist systems and supervisory inspections during high occupancy conditions. While SOP implementation is widely acknowledged as essential for operational consistency, its role as a strategic instrument for minimizing service variability and preventing service failure remains underexplored.

Therefore, this study addresses this gap by examining how SOP implementation in the housekeeping department operates not merely as a procedural guideline but as a preventive quality assurance system that

sustains service reliability in a five-star hotel environment.

This study is guided by the following research questions:

RQ1: How are Standard Operating Procedures (SOP) implemented in the housekeeping department of a five-star hotel?

RQ2: How does SOP implementation contribute to maintaining service quality and operational consistency?

RQ3: How do checklist-based monitoring and supervisory inspections function as preventive quality control mechanisms in maintaining service consistency?

METHODS

2.1 Research Design

This study employed a descriptive qualitative single case study design to analyze the implementation of housekeeping Standard Operating Procedures (SOP) in maintaining service quality. A qualitative case study approach was selected to enable in-depth exploration of operational practices, supervisory mechanisms, and contextual factors influencing service consistency within a real-world hotel environment.

2.2 Research Setting

The research was conducted at an international five-star hotel located in Japan. The study focused on the Housekeeping Department, particularly room attendants and supervisory staff responsible for maintaining guest room cleanliness and public area standards. Data were collected during the researcher's one-year on-the-job training period, allowing extended exposure to daily operations and seasonal occupancy variations.

2.3 Research Participants

The participants consisted of housekeeping staff directly involved in room operations. A total of 8 participants were selected using purposive sampling:

- 6 Room Attendants
- 2 Housekeeping Supervisors

The selection criteria included:

1. Minimum of one year of working experience in the housekeeping department

2. Direct involvement in room cleaning and inspection procedures
3. Experience working during both normal and peak occupancy periods

Semi-structured interviews were conducted with each participant, with a duration of approximately 30–45 minutes per interview.

2.4 Data Collection Techniques

Data were collected using three primary techniques:

1. Observation

Direct observation was conducted during daily housekeeping activities, including room cleaning procedures, linen management, checklist completion, and room inspection processes.

2. Interviews

Semi-structured interviews were conducted to explore participants' experiences regarding SOP implementation, operational challenges, quality control mechanisms, and supervisory practices.

3. Documentation

Documentation review included housekeeping SOP manuals, daily task checklists, inspection forms, and hotel operational standards related to room preparation and service quality.

2.3 Data Analysis

Data analysis was conducted using descriptive analysis techniques. The collected data were organized, categorized, and interpreted to identify patterns related to SOP implementation and its impact on service quality. The analysis focused on evaluating how housekeeping procedures were applied in daily operations and identifying challenges that influenced consistency and performance.

2.5 Observation Procedure

Non-participant observations were conducted throughout the one-year on-the-job training period during regular operational duties. The researcher worked one shift per day in the housekeeping department, focusing

exclusively on guest room operations under normal occupancy conditions.

Observations concentrated on:

- Room cleaning procedures in accordance with established SOP
- Checklist completion and compliance monitoring
- Supervisory room inspection processes
- Communication between room attendants and supervisors
- Time management and workflow organization during daily operations

Observations were conducted during the researcher's assigned daily shift, providing consistent exposure to routine housekeeping practices. Since the research setting primarily involved normal occupancy levels, the study emphasizes operational consistency under standard working conditions rather than peak-season pressure.

This prolonged engagement over a one-year period enabled comprehensive understanding of procedural compliance, supervision patterns, and service quality maintenance within guest room operations.

2.6 Data Analysis Procedure

Data were analyzed using thematic analysis. The analysis followed three stages: data reduction, data display, and conclusion drawing.

First, observational notes and interview transcripts were organized and coded according to recurring themes related to SOP compliance, supervision, workload management, and quality control mechanisms.

Second, thematic grouping was conducted to identify patterns and relationships between SOP implementation and service quality indicators.

Finally, empirical findings were interpreted and compared with established service quality and quality management theories to strengthen analytical rigor.

2.7 Trustworthiness

To ensure credibility and reliability, triangulation was applied by comparing data obtained from observations, interviews, and documentation. Prolonged engagement during the one-year research period also enhanced contextual understanding and minimized researcher bias.

Member checking was conducted by confirming key interview findings with selected participants to ensure interpretative accuracy.

RESULT AND DISCUSSION

3.1 Implementation of Housekeeping SOP in Daily Operations

Based on the findings obtained through observation and interviews, the implementation of In hospitality operations, SOP functions as a structured procedural framework that ensures task consistency and minimizes operational deviation.

During daily operations, room attendants follow structured steps beginning with knocking and greeting procedures before entering the room. Cleaning activities start from the bedroom area, followed by bathroom sanitation, replenishment of amenities, and finishing with room inspection. Each process is guided by a checklist to ensure no steps are missed. This structured implementation ensures operational consistency and reduces the possibility of guest complaints.

The findings indicate that strict adherence to SOP contributes significantly to maintaining cleanliness standards, room readiness, and operational efficiency. Supervisors conduct regular inspections to ensure that every room meets the hotel's quality standards before being released for guest occupancy.

3.2 Role of Housekeeping in Maintaining Service Quality

Service quality in the hospitality industry is closely related to tangibility, reliability, responsiveness, assurance, and empathy. In the context of housekeeping, tangibility is reflected in room cleanliness, neat bed arrangement, fresh linen, and hygienic bathroom

conditions. Guests directly experience these tangible elements during their stay.

The study found that housekeeping performance strongly influences guest satisfaction. Clean and well-prepared rooms create positive first impressions and enhance guest comfort. The department also contributes to reliability by ensuring rooms are prepared within the allocated time, especially during high occupancy periods.

Furthermore, teamwork and communication among staff members support responsiveness in handling guest requests, such as additional amenities or special room arrangements. These operational practices demonstrate that housekeeping is not merely a supporting department but a core component of service delivery in hotel operations.

3.3 Challenges in SOP Implementation

Despite structured SOP guidelines, several challenges were identified during operational implementation. One of the primary challenges was high occupancy rates, particularly during peak seasons. Increased room turnover requires staff to complete tasks within limited time while maintaining high cleanliness standards.

Language barriers also emerged as a challenge in communication between international trainees and local staff. Misunderstandings may affect task coordination, although this issue was gradually minimized through adaptation and teamwork.

Physical workload was another significant challenge. Housekeeping tasks require endurance, attention to detail, and repetitive physical activity. Fatigue during busy periods may potentially influence performance consistency. However, supervisory monitoring and team coordination help maintain service standards despite operational pressure.

Table 1. Summary of Research Findings

| Aspect Observed | Implementation Practice | Quality Impact |
|------------------------|---|---|
| SOP Compliance | Use of cleaning checklist and step-by-step procedures | Ensures consistency and reduces service errors |
| Supervisory Inspection | Random room inspection after cleaning | Prevents guest complaints before occupancy |
| Workflow Structure | Top-to-bottom cleaning method | Improves efficiency and minimizes cross-contamination |
| Team Coordination | Daily briefing and communication | Enhances responsiveness and reliability |
| Quality Control | Multi-layered monitoring system | Strengthens accountability and operational transparency |

3.4 Discussion

The findings demonstrate that the successful implementation of housekeeping SOP significantly supports service quality maintenance. Consistency in cleaning procedures ensures that hotel standards are met and guest expectations are fulfilled. These findings align with hospitality management theories that emphasize the importance of operational standardization in service industries.

Moreover, qualitative evidence from observation indicates that teamwork, supervision, and structured task distribution strengthen operational efficiency. Although challenges such as workload pressure and communication barriers exist, the hotel's management system helps minimize operational risks.

Therefore, effective SOP implementation, combined with regular supervision and staff training, contributes positively to maintaining hotel reputation and guest satisfaction. Continuous evaluation and adaptation remain essential to address operational challenges and maintain competitive advantage in the hospitality industry.

These findings are consistent with service management theory, which states that standardization reduces variability and improves service reliability. Grönroos (2007) emphasizes that service quality is achieved when operational processes are aligned with customer expectations through structured management systems. Therefore, SOP implementation in

housekeeping can be viewed as a strategic tool to minimize service failure and enhance guest satisfaction.

Recent hospitality research emphasizes that operational standardization significantly influences perceived service quality and customer loyalty. Kandampully, Zhang, and Bilgihan (2015) state that consistency in service delivery strengthens customer trust and repeat visitation. Similarly, Ladhari (2009) found that cleanliness and physical environment are strong predictors of satisfaction in hospitality services.

More recent empirical studies also confirm that hygiene and sanitation standards have become increasingly critical in shaping guest perceptions, particularly in the post-pandemic hospitality landscape. This reinforces the strategic importance of housekeeping SOP compliance in maintaining competitive positioning.

Furthermore, previous studies in hospitality research confirm that service quality has a significant relationship with customer satisfaction and loyalty. Kandampully, Zhang, and Bilgihan (2015) explain that operational consistency and service reliability are key determinants in building long-term guest relationships. In this context, the structured implementation of housekeeping SOP contributes not only to operational performance but also to customer retention and hotel brand image.

The findings suggest that SOP implementation not only functions as an

operational guideline but also as a quality control mechanism that minimizes service variability. However, excessive standardization may reduce flexibility in handling unexpected guest needs. Therefore, a balance between procedural compliance and adaptive service behavior is essential. This indicates that managerial effectiveness in housekeeping does not solely depend on written SOP documents, but also on leadership, training quality, and team coordination.

While the findings highlight the effectiveness of SOP implementation, the study also reveals the importance of adaptive management practices. Strict adherence to procedures must be balanced with situational flexibility. For instance, unexpected guest requests may require deviation from standard workflow without compromising quality.

Furthermore, workload distribution and staff motivation significantly influence SOP effectiveness. High work pressure without adequate rest periods may reduce attention to detail, which is critical in housekeeping operations. Therefore, managerial policies related to scheduling, training, and performance incentives should be integrated into SOP evaluation systems.

This broader perspective indicates that SOP alone does not guarantee service excellence; rather, it must be supported by organizational commitment, leadership effectiveness, and continuous quality monitoring.

Service quality has been conceptualized as a hierarchical construct integrating interaction quality, physical environment quality, and outcome quality (Brady & Cronin, 2001). In hotel operations, housekeeping directly influences physical environment quality, which subsequently affects guest satisfaction and revisit intention.

Previous studies confirm that physical environment and cleanliness significantly influence customer loyalty and positive word-of-mouth behavior (Ali et al., 2016; Han & Hyun, 2017). The findings of this study support the SERVQUAL dimension of reliability,

according to Parasuraman et al. (1988), service quality can be understood through five interrelated dimensions that evaluate service performance from the customer's perspective.

The consistency observed in checklist implementation reflects the reliability dimension of SERVQUAL, which emphasizes dependable and accurate service delivery (Parasuraman et al., 1988).

In addition, the structured implementation of SOP reflects the principles of Total Quality Management (TQM), particularly in preventive quality control. Rather than correcting errors after guest complaints occur, the housekeeping department applies systematic inspection mechanisms to prevent service failure. This preventive approach enhances service consistency and reduces operational risk.

These findings indicate that SOP functions not merely as a technical guideline but as a strategic management instrument that integrates quality assurance, risk mitigation, and performance standardization within hospitality operations.

3.5 Operational Workflow Analysis

The operational workflow in the housekeeping department follows a systematic sequence designed to maximize efficiency and minimize service errors. Based on field observation, daily activities begin with morning briefings conducted by the supervisor. During the briefing session, staff members receive room assignments, occupancy updates, and special instructions regarding VIP guests or special requests.

Room cleaning procedures are conducted using a structured workflow pattern: preparation, cleaning process, replenishment, and final inspection. Preparation includes preparing cleaning equipment, linen, and amenities. The cleaning process follows a top-to-bottom and left-to-right method to avoid cross-contamination and missed areas. This systematic workflow demonstrates

procedural standardization aimed at maintaining consistent service outcomes.

From a managerial perspective, workflow structuring reduces operational uncertainty and increases time efficiency. It also enables performance measurement through room completion time and inspection results.

3.6 Supervisory Control and Quality Assurance (Revised Version)

Supervision plays a critical role in maintaining housekeeping standards. Supervisors conduct random inspections after room attendants complete cleaning tasks. Inspection criteria include bed presentation, bathroom hygiene, dust-free surfaces, amenity completeness, and overall room atmosphere.

Quality assurance mechanisms function as preventive control systems. Rather than reacting to guest complaints, the department ensures room readiness before guest arrival. This proactive quality control approach aligns with service management principles emphasizing prevention over correction.

Additionally, regular feedback sessions between supervisors and staff contribute to continuous improvement. Identified deficiencies are discussed constructively to enhance future performance. This reflects a learning-oriented organizational culture within the department.

Interview findings further support these observations. One housekeeping supervisor stated that “consistent room inspection is essential to prevent complaints before guests enter the room.” This statement indicates that inspection activities are strategically positioned as preventive quality control rather than reactive problem-solving.

Similarly, a room attendant explained that “following the checklist helps ensure that no cleaning steps are missed, especially during high occupancy periods.” This response demonstrates that SOP compliance enhances operational

reliability and reduces the likelihood of service errors during peak workloads.

These empirical insights confirm that supervisory control and checklist-based monitoring are integral components of the department’s quality assurance system.

3.7 Quality Control System in Housekeeping Operations

Quality control in housekeeping operations functions as a systematic mechanism to ensure compliance with established service standards. The department applies a multi-layered control system consisting of procedural control, supervisory inspection, and performance evaluation.

Procedural control is implemented through detailed Standard Operating Procedures (SOP) that regulate each stage of room cleaning. These procedures serve as a standardized benchmark that minimizes service variability and ensures uniformity across different staff members. By following structured checklists, room attendants are able to maintain consistency in cleaning outcomes regardless of workload fluctuations.

Supervisory inspection represents the second layer of quality control. After room attendants complete cleaning tasks, supervisors conduct random inspections to verify compliance with cleanliness standards, amenity completeness, and room presentation. This inspection system reduces the risk of service failure before guest arrival, thereby functioning as a preventive quality assurance mechanism rather than a corrective response system.

The third layer involves performance evaluation through daily reports and feedback sessions. Room completion time, number of re-cleaning cases, and guest complaints are used as informal performance indicators. This monitoring system allows management to identify operational weaknesses and provide corrective training when necessary.

From a managerial perspective, the quality control system strengthens accountability and operational transparency. It also fosters a culture of responsibility among staff members, as

performance outcomes are continuously observed and evaluated. However, the effectiveness of quality control depends on leadership consistency and staff motivation. Without supportive supervision and adequate workload management, even well-designed control systems may not achieve optimal results.

Therefore, quality control in housekeeping should be viewed not only as a monitoring tool but as an integrated management strategy that combines standardization, supervision, evaluation, and continuous improvement.

3.8 Risk Management and Service Failure Prevention

Risk management in housekeeping operations is closely related to the prevention of service failure and guest dissatisfaction. Service failure in hotel contexts often originates from minor operational errors, such as incomplete amenities, unnoticed stains, improper linen replacement, or delayed room readiness. Although these issues may appear small, they significantly influence guest perception and online review ratings.

The implementation of SOP functions as a preventive risk management strategy. By standardizing cleaning procedures and inspection protocols, the department minimizes the probability of operational mistakes. Preventive measures include checklist verification, cross-checking by supervisors, and structured room release approval before guest occupancy.

Furthermore, communication coordination between the housekeeping department and front office plays a vital role in reducing service gaps. Accurate room status updates prevent double assignment errors and ensure smooth check-in processes. This interdepartmental coordination strengthens operational reliability and reduces reputational risk.

From a managerial standpoint, proactive risk management is more cost-efficient than reactive complaint handling. Preventing guest dissatisfaction reduces compensation costs, negative reviews,

and brand damage. Therefore, housekeeping SOP implementation not only maintains cleanliness standards but also serves as a strategic risk mitigation mechanism within hotel operations.

In addition, the increasing importance of hygiene assurance in global hospitality trends reinforces the strategic role of housekeeping risk management. Guests are more sensitive to sanitation standards, making operational precision a critical determinant of perceived safety and trust.

3.9 Impact on Guest Satisfaction and Hotel Performance

Housekeeping performance has a direct and measurable impact on guest satisfaction levels. Cleanliness consistently ranks among the most important determinants of positive hotel reviews. Guests frequently associate room cleanliness with overall hotel quality and safety perception.

Operational consistency in housekeeping contributes to reduced complaint rates and improved online review ratings. In competitive hospitality markets, positive guest feedback enhances brand image and occupancy rates. Therefore, housekeeping SOP implementation indirectly influences financial performance and long-term competitiveness.

Moreover, in the current hospitality landscape, hygiene assurance has become a strategic marketing element. Hotels that demonstrate visible cleanliness standards gain higher guest trust. This further strengthens the argument that housekeeping is a strategic department rather than merely a supporting operational unit.

3.10 Conceptual Framework

This study is built upon the integration of service quality theory and operational management principles. The conceptual framework assumes that structured Standard Operating Procedures (SOP) implementation in housekeeping operations influences service reliability and cleanliness performance. These

operational outputs subsequently affect guest satisfaction and hotel reputation.

The framework positions SOP implementation as an independent variable, operational consistency and service quality as mediating variables, and guest satisfaction as the dependent variable. Effective supervision and quality control mechanisms function as moderating factors that strengthen the relationship between SOP implementation and service outcomes.

This conceptual relationship suggests that housekeeping operations should not be viewed merely as routine technical activities, but as strategic components that directly contribute to competitive advantage in the hospitality industry.

3.11 Managerial Implications

The findings of this study provide several managerial implications for hotel management. First, consistent monitoring and evaluation of SOP implementation are essential to maintain operational standards. Management should ensure that SOP documents are regularly updated in accordance with industry trends and hygiene regulations.

Second, investment in continuous training programs is necessary to enhance employee competency and adaptability. SOP effectiveness depends not only on written procedures but also on employee understanding and commitment.

Third, workload management should be carefully monitored to prevent performance fatigue. Balanced room allocation and realistic time targets are crucial in maintaining attention to detail in housekeeping tasks.

Finally, supervisory leadership plays a critical role in shaping organizational culture. Supportive supervision encourages accountability, teamwork, and continuous improvement.

3.12 Practical and Academic Contributions

This study contributes both practically and academically. From a practical perspective, it highlights the strategic importance of housekeeping operations in influencing guest perception and hotel competitiveness. The study

provides insights for hotel managers to strengthen quality control systems and performance monitoring.

From an academic perspective, the study enriches hospitality management literature by providing empirical insights into the relationship between SOP implementation and service quality performance within the housekeeping department. It also reinforces the application of service quality theory in operational hotel contexts.

3.13 Future Research Direction

Future research may expand this study by incorporating quantitative approaches to measure the statistical relationship between SOP compliance and guest satisfaction scores. Comparative studies across different hotel classifications (three-star, four-star, and five-star hotels) may provide broader insights into operational standardization differences.

Additionally, future studies may explore the role of technology integration, such as digital housekeeping checklists and performance tracking systems, in enhancing operational efficiency and service reliability.

Theoretical Contribution

This study extends service quality literature by positioning housekeeping SOP implementation as a strategic managerial instrument rather than merely a technical operational guideline. While previous research primarily focuses on customer perception outcomes, this study emphasizes the internal operational mechanisms that shape service reliability. By integrating service quality theory with operational control systems, the study contributes to a more comprehensive understanding of how standardized procedures influence hospitality service performance.

The strategic role of housekeeping operations is often underestimated compared to front office or food and beverage departments. However, this study demonstrates that operational consistency in housekeeping directly affects guest experience, brand

perception, and long-term competitiveness. Therefore, standardized procedural implementation should be viewed as an integral component of strategic hospitality management rather than merely operational routine.

CONCLUSION

This study aimed to analyze the implementation of Standard Operating Procedures (SOP) in the Housekeeping Department and its contribution to maintaining service quality in a five-star hotel. Based on the findings, it can be concluded that structured and consistent SOP implementation plays a crucial role in ensuring operational efficiency, cleanliness standards, and guest satisfaction.

The application of detailed cleaning procedures, supervisory inspections, and checklist-based monitoring systems ensures that room preparation meets established hotel standards. Housekeeping performance directly influences guests' first impressions, comfort, and overall satisfaction. Therefore, the department significantly contributes to maintaining the hotel's reputation and service excellence.

Although SOP implementation has been effectively applied, several challenges were identified, including high occupancy rates, physical workload, and communication barriers. However, strong teamwork, supervision, and adaptation strategies help minimize these challenges and maintain operational consistency.

REFERENCES

- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
- Kotler, P., Bowen, J. T., & Makens, J. C. (2016). *Marketing for hospitality and tourism* (7th ed.). Pearson.
- Oakland, J. S. (2014). *Total quality management and operational excellence: Text with cases* (4th ed.). Routledge.
- Hayes, D. K., & Ninemeier, J. D. (2017). *Hotel operations management* (3rd ed.). Pearson.
- Raghubalan, G., & Smritee, R. (2015). *Hotel housekeeping: Operations and management* (3rd ed.). Oxford University Press.
- Lovelock, C., & Wirtz, J. (2016). *Services marketing: People, technology, strategy* (8th ed.). World Scientific.
- Grönroos, C. (2015). Service management and marketing: Managing the service profit logic (4th ed.). Wiley.
- Sürücü, Ö., & Maslakçı, A. (2020). Service quality and customer satisfaction in hotel industry: The mediating role of perceived value. *Journal of Hospitality and Tourism Insights*, 3(4), 367–385.
- Ali, F., Rasoolimanesh, S. M., Sarstedt, M., Ringle, C. M., & Ryu, K. (2018). An assessment of the use of partial least squares structural equation modeling in hospitality research. *International Journal of Contemporary Hospitality Management*, 30(1), 514–538.
- Nunkoo, R., Teeroovengadum, V., Ringle, C. M., & Sunnasse, V. (2020). Service quality and customer satisfaction: The moderating effects of hotel star rating. *International Journal of Hospitality Management*, 91, 102414.
- Sila, I., & Ebrahimpour, M. (2005). Critical linkages among TQM factors and business results. *International Journal of Operations & Production Management*, 25(11), 1123–1155.