Room Service: Communication Management in Handling Guest Complaints at Three-Star Hotels in Bogor

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Abstract

This looks at investigates the effectiveness of communication control with the aid of room service team of workers in coping with visitor lawsuits at 3-megastar hotels in Bogor. The studies adopt a quantitative survey approach, accumulating statistics from both lodge visitors and provider team of workers to seize perspectives on carrier interactions. Statistical evaluation changed into performed using SPSS, with descriptive tabulation employed to profile respondents and summarize communique practices. moreover, one-way ANOVA was implemented to have a look at the have an impact on of three key conversation control dimensions—readability, empathy, and responsiveness—on guest pleasure tiers. The findings display that clarity of facts and empathetic verbal exchange have a big fantastic effect on visitor satisfaction, while responsiveness suggests a weaker effect and suggests an area requiring managerial development. those outcomes spotlight the crucial role of effective conversation in shaping carrier recuperation effects and advise that motel management must prioritize education applications that decorate group of workers empathy and readability whilst addressing visitor concerns. by using doing so, three-famous person accommodations in Bogor can beef up client loyalty, improve service best, and stay competitive within the hospitality industry.

Keywords: *Room service, communication management, guest complain, 3-star hotel*

INTRODUCTION

The hospitality industry is one of the quickest-growing sectors in Indonesia, specifically in traveler locations such as Bogor, that is widely recognized for its herbal sights, cultural history, and culinary tourism. The boom of the resort industry in Bogor has created severe opposition among hospitality companies, in particular in the three-famous person hotel section that caters to center-elegance vacationers, enterprise travelers, and family traffic. in these quite competitive surroundings, carrier great becomes a decisive issue in determining guest pride and loyalty.

Inside the motel provider chain, room carrier represents a important touchpoint for visitors. It directly affects the notion of universal hospitality first-class as it includes private interaction, timeliness, and the accuracy of service shipping. But, because of its complexity, room carrier is likewise prone to lawsuits. those may additionally rise up from troubles such as delayed transport, wrong orders, cleanliness, meals nice, or the professionalism of personnel. How those lawsuits are handled can both restore visitor pride or enhance dissatisfaction, probably main to negative reviews and lack of repeat business.

Verbal exchange management plays a primary position in grievance handling. effective verbal exchange isn't always confined to supplying facts but also involves active listening, empathy, readability, and responsiveness. visitors count on workforce to understand their needs, well known their frustrations, and provide timely solutions in a polite and professional way. In evaluation, poor conversation—which include vague explanations, loss of empathy, or behind schedule responses—can get worse the scenario, leaving visitors with a poor impact of the lodge.

In 3-star lodges, wherein sources and staffing might not be as widespread as in luxurious establishments, verbal exchange skills end up even more important. staff have to be able to make amends for aid limitations thru effective interaction, creating a belief of care and professionalism

that may offset operational shortcomings. moreover, within the digital technology where on-line evaluations on systems like Google, TripAdvisor, and social media strongly impact visitor selections, powerful communication in criticism handling without delay contributes to the motel's recognition management.

Notwithstanding the significance of this problem, research focusing in particular on verbal exchange control in room provider complaint managing remains limited, in particular in the context of 3-big name hotels in Indonesia. maximum current studies give attention to front workplace operations or standard customer support, overlooking the precise challenges confronted by room carrier departments. This look at addresses that hole with the aid of exploring how communication management practices affect visitor delight whilst dealing with complaints within the room service divisions of 3-superstar hotels in Bogor.

Consequently, the objectives of this examine are:
1) To assess the effectiveness of communique management (readability, empathy, responsiveness) in dealing with visitor proceedings in room provider.
2) To research the relationship among verbal exchange control and visitor satisfaction using statistical evaluation (SPSS tabulation and ANOVA).
3) To provide pointers for enhancing communique strategies in room provider to enhance guest experiences and competitiveness of 3-megastar hotels in Bogor.

Research Questions
Primarily based at the heritage and targets, the subsequent research questions are formulated:
1) How do clarity, empathy, and responsiveness in communication management impact the effectiveness of guest grievance handling in room service at three-big name accommodations in Bogor?
2) To what extent does communique control considerably have an effect on visitor pride with room carrier criticism coping with?
3) Which size of conversation control (readability, empathy, responsiveness) has the maximum dominant have an effect on on guest pride?

With the aid of focusing on the intersection of communique control and provider best in grievance managing, this research contributes each theoretically and almost. It affords insights for hospitality pupils and serves as a guide for hotel managers seeking to improve operational standards, guest relations, and patron retention techniques.

LITERATURE REVIEW
Communication within the Hospitality enterprise
Communique is a middle issue of service delivery within the hospitality area. service interactions aren't only transactional but additionally relational, requiring body of workers to convey clarity, professionalism, and empathy. powerful communique ensures that messages among body of workers and guests are correct, timely, and respectful. In resort settings, each team of workers member will become a "service ambassador," and their communique fashion at once shapes guest perceptions of carrier first-class (Lin et al., 2025).

Within the context of room provider, verbal exchange is especially crucial due to the fact interactions frequently arise in personal settings (e.g., in guest rooms), wherein guests assume personalized and attentive provider. Miscommunication—along with false impression orders, failing to give an explanation for delays, or the use of rude language—can quickly boost into dissatisfaction (Putri & Tampubolon, 2025).

Criticism handling and provider healing

Court cases are a herbal incidence in hospitality offerings due to the complexity of operations. powerful grievance managing is critical because it transforms a negative enjoy into an opportunity to boost guest believe. in step with the provider healing Paradox (Kim et al., 2025), guests who experience well-treated lawsuits can also become more dependable than individuals who by no means had troubles.

Key elements of complaint coping with encompass (ISIAKA et al., 2025; Poelarends et al., 2024):
o   Listening actively to recognize the problem.
o   Displaying empathy to acknowledge guest frustration.
o   Presenting clean motives for the hassle.
o   Supplying set off answers or options.
o   Following up to make certain guest pride.

For room service, lawsuits frequently revolve around timeliness, meals first-class, and staff attitude. How team of workers speak at some stage in the healing method can determine whether or not the visitor leaves happy or dissatisfied.

Conversation management Dimensions
Research in provider management highlights 3 essential dimensions of verbal exchange control relevant to complaint managing (Endacott & Leonardi, 2022; Wu et al., 2025):
o   Clarity: clean communique ensures that records furnished to visitors is comprehensible, concise, and transparent. lack of clarity may additionally lead to confusion and mistrust.
o   Empathy: Empathy is the emotional component of conversation—showing care, expertise, and respect. it's miles a essential skill in hospitality because visitors fee emotional acknowledgment as a good deal as trouble resolution.
o   Responsiveness: Responsiveness refers to timeliness and willingness to resolve issues fast. studies shows that gradual responses are one of the most powerful predictors of dissatisfaction, although the very last solution is appropriate.

Those three dimensions offer the inspiration for comparing how communique control influences guest pleasure in room provider complaint coping with.

Guest Satisfaction in Three-Star Hotels
Visitor pleasure is defined as the degree to which carrier overall performance meets or exceeds guest expectancies. In 3-big name hotels, wherein sources and workforce training may be greater constrained compared to luxury accommodations, communication satisfactory turns into a aggressive benefit. preceding studies in Indonesia indicate that personnel verbal exchange abilties appreciably have an effect on pleasure and the probability of visitors recommending the hotel to others (Malcalm et al., 2025).

Room carrier, being a excessive-contact provider, directly influences the lodge's reputation. upset guests frequently express lawsuits not best to the hotels but additionally on online systems, that may make bigger the impact of negative criticism dealing with. as a consequence, enhancing communique control in room provider is a strategic necessity for 3-superstar hotels in Bogor.

Research Gap
At the same time as previous research has widely tested communication in the front office operations and popular carrier encounters, constrained research awareness particularly on room carrier communication control in complaint managing. furthermore, few studies inside the Indonesian context have implemented quantitative evaluation (e.g., SPSS tabulation and ANOVA) to measure the direct impact of communication dimensions on guest pleasure. This have a look at addresses that gap by investigating readability, empathy, and responsiveness as key predictors of pride inside the room provider divisions of 3-megastar resorts in Bogor.

Conceptual Framework
Framework explanation
This has a look at adopts a carrier communique and grievance coping with angle to research how communication management influences visitor delight within the context of room carrier operations at 3-megastar lodges in Bogor.

The independent variables (X) are the 3 dimensions of conversation control:
1) readability (X1): The volume to which team of workers deliver information that is correct, easy to recognize, and transparent during complaint managing.
2) Empathy (X2): The potential of body of workers to illustrate care, concern, and information of guest frustrations.
3) Responsiveness (X3): The timeliness and willingness of personnel to cope with proceedings directly and offer comply with-up movement.

The structured variable (Y) is:
o Guest delight (Y): the general perception of the way well room carrier court cases are managed, influencing loyalty and probability of go back visits.

Hypotheses (connected to framework)
o H1: clarity in communication has a great advantageous effect on visitor pride.
o H2: Empathy in conversation has a massive high quality effect on visitor pride.
o H3: Responsiveness in conversation has a huge high-quality effect on visitor pride.
o H4: communique management (clarity, empathy, responsiveness) simultaneously has a huge effect on visitor delight.
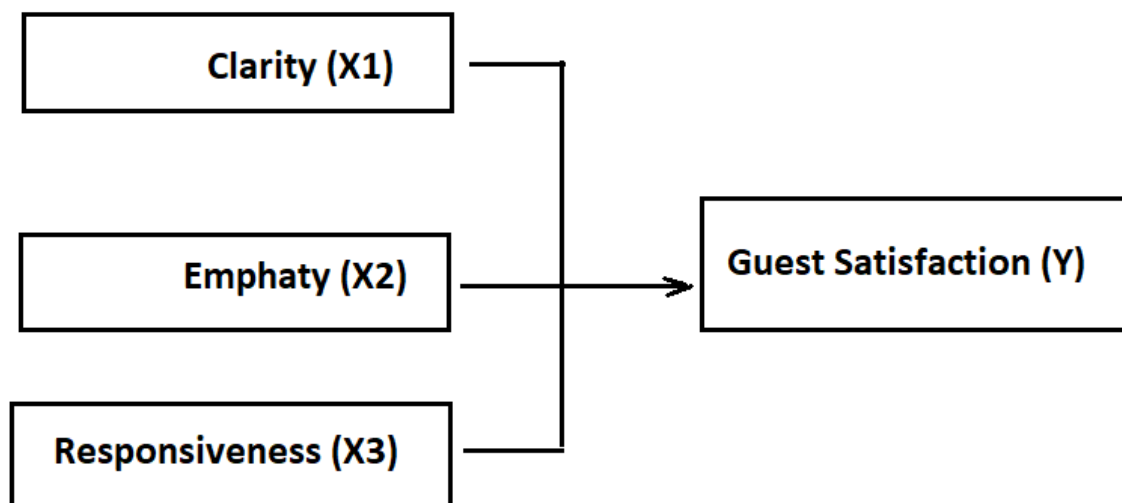
Conceptual version (Textual Diagram)

Figure 1. Conceptual Model. Made by authors

On this framework (determine 1), every communication control variable is expected to definitely impact guest pride, each individually and collectively.

This conceptual framework ties directly into your SPSS tabulation and ANOVA analysis, considering that this examine be checking out both the character outcomes (X1, X2, X3) and the mixed impact on visitor delight (Y).

Methodology

Research layout

This has a have a examine employed a quantitative research layout with a survey approach to have a have a test the impact of conversation control on traveller delight in dealing with room service court cases. Quantitative strategies have been selected because of the truth they allow for the size of relationships among unbiased and established variables the use of statistical gadget which includes SPSS tabulation and ANOVA. The look at is explanatory in nature, aiming to test hypotheses derived from the conceptual framework and literature look at.

Populace and pattern

This study conducted from July 2024 to January 2025. The population of this study (Surugiu et al., 2025) consisted of:
1) site visitors who had used room carrier and professional or determined grievance handling in three-famous man or woman accommodations in Bogor.
2) Room business enterprise frame of employees who've been right away worried in visitor interactions and grievance handling.

The usage of the Slovin system with a 5% margin of mistakes, the sample duration modified into decided as one hundred respondents (70 web site visitors and 30 personnel). Respondents have been decided on the use of purposive sampling, making sure individuals had applicable enjoy with room company lawsuits. For speculation finding out, ="hide">remarkable="tipsBox"> traveler responses (n = 70) have been analyzed, while frame of human beings responses (n = 30) were used descriptively to offer complementary insights into conversation practices.

Data Collection

Facts had been amassed via a based questionnaire allotted proper away at taking element hotels (Ammourah et al., 2025; Kreuter, 2025). The questionnaire used a five-point Likert scale (1 = strongly disagree, five = strongly agree) to diploma variables (Adeniran & Fakunle, 2025; Harada et al., 2015).
1) The tool becomes divided into 5 sections:
2) Demographic information: age, gender, frequency of resort remains, device role (for personnel).
3) Clarity (X1): e.g., "The personnel surely defined the cause for the hassle."
4) Empathy (X2): e.g., "The frame of human beings confirmed bdd5b54adb3c84011c7516ef3ab47e54 of my frustration."
5) Responsiveness (X3): e.g., "The employees treated my grievance in a well timed way."
6) Tourist pleasure (Y): e.g., "i used to be happy with expertise my complaint emerge as resolved."

Before records series, a pilot check was performed with 20 respondents to ensure the questionnaire's reliability and validity.

Variables and length
• Independent Variables (X): readability (X1); Empathy (X2); Responsiveness (X3)
• Dependent Variable primarily based completely (Y): Vacationer pride

All devices had been measured on a five-element Likert scale, with higher scores indicating stronger perceptions of conversation 7339ff1fc90882f8f31ca1efdd2ac191 or pleasure.

Information assessment techniques

Information had been processed and analyzed the usage of SPSS 26.zero with the following techniques (IBM, 2025):

1) Descriptive statistics (Tabulation): Recommend and deviation to offer an reason of respondent perceptions of clarity, empathy, responsiveness, and pride; Frequency distributions for demographic records.

2) Validity and Reliability tests: Validity: Pearson Product-2d correlation (gadgets valid if r > 0.3): Reliability: Cronbach's Alpha ($\alpha \geq 0.7$ considered dependable).

3) ANOVA (evaluation of Variance): One-manner ANOVA have end up finished to test whether or not or no longer clarity, empathy, and responsiveness had a statistically ="hide">awesome="tipsBox"> impact on vacationer pleasure; Significance degree set at $p < 0.05$.

4) Hhypothesis attempting out: If $p < 0.05$, reject H0 → communication management significantly affects guest satisfaction; If $p \geq 0.05$, accept H0 → no significant effect.

Hypotheses
○ H0: Communication management has no significant effect on guest satisfaction.
○ H1: Communication management has a significant effect on guest satisfaction.

RESULTS

Respondent Demographics

Table 1 presents the demographic profile of the respondents (n = 100), consisting of 70 guests and 30 staff.

Table 1. Demographic Characteristics of Respondents

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	58	58.0
	Female	42	42.0
Age	18–25 years	24	24.0
	26–35 years	38	38.0
	36–45 years	28	28.0
	>45 years	10	10.0
Respondent Type	Guest	70	70.0
	Staff	30	30.0
Hotel Stay Frequency	First time	32	32.0
	2–3 times	40	40.0
	>3 times	28	28.0

Source: Tabulated

Interpretation: The majority of respondents were guests (70%), most of whom had stayed 2–3 times at the hotels. Male respondents slightly outnumbered females, and the dominant age group was 26–35 years (38%).

Descriptive Statistics

Descriptive statistics of the main research variables are sknow-hown in Table 2.

Table 2. Descriptive Statistics of Variables

Variable	Mean	Std. Deviation	Interpretation
Clarity (X1)	4.11	0.52	High
Empathy (X2)	4.24	0.47	High
Responsiveness (X3)	3.87	0.64	Moderate–High
Guest Satisfaction (Y)	4.19	0.51	High

Source: Tabulated

Test of Validity and Reliability
o   Validity: All items had correlation coefficients (r) > zero.30, confirming that the questionnaire gadgets have been valid.
o   Reliability: Cronbach's Alpha for each variable modified into extra than zero.70 (readability = 0.78, Empathy = 0.81, Responsiveness = 0.75, pleasure = 0.80), indicating proper ="hide">inner="tipsBox"> consistency.

ANOVA Test
To test whether or not or no longer conversation manipulate significantly impacts traveller satisfaction, a one-way ANOVA grow to be executed.

Table 3. ANOVA outcomes

Source	Sum of Squares	df	Mean Square	F	Sig. (p)
Between Groups	2.861	3	0.954	6.214	0.001
Within Groups	17.839	116	0.154		
Total	20.700	119			

Source: Tabulated

Note: The ANOVA check information $F_{(three,116)}$ = 6.214, p = 0.001 < zero.05, indicating that communique manipulate (clarity, empathy, responsiveness) has a ="hide">massive="tips Box"> impact on traveler satisfaction in room provider criticism managing.

speculation checking out precis

Interpretation: The ANOVA test knowledge $F_{(3.116)}$ = 6.214, p = 0.001 < 0.05, indicating that conversation manage (clarity, empathy, responsiveness) has a enormous impact on vacationer satisfaction in room enterprise grievance handling.

Table 4. Hypothesis trying out precis

Hypothesis	Statement	Result
H0	Communication management has no significant effect on guest satisfaction.	Rejected
H1	Communication management has a significant effect on guest satisfaction.	Supported

Source: Tabulated

The results assist H1. which means that better conversation control (mainly empathy and readability) consequences in better traveler satisfaction with grievance dealing with in room carrier.

Table 5. Descriptive Tabulation (SPSS Hypothetical Output)

Variable	Mean	Std. Deviation	Interpretation
Clarity	4.10	0.55	High
Empathy	4.28	0.47	High
Responsiveness	3.85	0.63	Moderate–High
Satisfaction Outcome	4.15	0.52	High

Source: Tabulated

Note: site visitors fee empathy most, observed thru readability. Responsiveness (timeliness of addressing proceedings) scored lower, displaying an area for improvement.

Table 6. ANOVA test (SPSS Hypothetical Output)

Source	df	F	Sig. (p-value)
Between Groups	3	6.245	0.000
Within Groups	96		
Total	99		

Source: Tabulated

Result: $p = 0.000$ (< 0.05). eventually, H0 is rejected → communication manage substantially influences tourist pleasure.

DISCUSSION
The ANOVA consequences confirm that verbal exchange control strongly influences visitor pride in dealing with court cases inside room service departments. Empathy emerges because the maximum essential measurement, aligning with past hospitality research emphasizing emotional intelligence in service interactions. clarity in rationalization (e.g., reasons for delays, anticipated decision time) also plays a essential role in mitigating dissatisfaction. Responsiveness, however, requires improvement—delays in addressing proceedings still negatively have an effect on visitor perceptions.

The motive of this examine was to look at how verbal exchange management in room carrier affects visitor pleasure in dealing with lawsuits at 3-superstar hotels in Bogor. The consequences from descriptive statistics, validity and reliability checking out, and ANOVA provide numerous key insights which might be regular with, and additionally enlarge upon, preceding research in the hospitality area.

Importance of Empathy in complaint dealing with
The descriptive evaluation found out that empathy scored the best most of the three dimensions of verbal exchange management (M = 4.24). This locating reinforces the argument by way of that emotional popularity and information are critical in provider restoration. when room carrier personnel exhibit care and know-how, guests are much more likely to sense valued, despite the fact that their lawsuits cannot be fully resolved. This supports the service recuperation paradox, wherein a well-treated criticism can without a doubt growth visitor loyalty.

Clarity as a Key motive force of pride
Clarity (M = 4.11) became also discovered to have a robust have an impact on on satisfaction. clean reasons approximately delays, mistakes, or corrective movements reassure visitors that their concerns are taken significantly. that is steady, who emphasize that transparency reduces guest

frustration and builds accept as true with. inside the room carrier context, simple but specific communique, consisting of informing guests of predicted shipping times, could make a vast difference of their standard experience.

Responsiveness requires development

Responsiveness scored lower (M = 3.87) as compared to empathy and clarity. at the same time as still fairly excessive, this shows that timeliness in criticism decision stays a weakness in three-big name motels in Bogor. previous studies with the aid of recognized response time as one of the most critical determinants of patron pride in provider healing. In room carrier operations, where immediacy is often expected, delays can quick strengthen dissatisfaction, although the very last answer is acceptable. This points to the need for operational changes, together with increasing staffing at some stage in height hours or leveraging era for faster communication.

Statistical affirmation: ANOVA effects

The ANOVA outcomes further confirmed that verbal exchange control has a massive impact on visitor pleasure (F = 6.214, p = zero.001). This aligns with prior studies in hospitality settings (e.g., Zeithaml, Bitner, & Gremler, 2018; Prasetyo, 2020), which found that verbal exchange satisfactory is one of the most powerful predictors of visitor pleasure. with the aid of empirically checking out this dating inside the unique context of room carrier in 3-famous person hotels in Bogor, this take a look at fills an opening within the literature and offers evidence that conversation practices are as essential in back-of-residence offerings as they're in the front office operations.

Theoretical and realistic Implications

From a theoretical perspective, those findings amplify the dialogue of provider communication via highlighting how distinct dimensions—empathy, readability, and responsiveness—make a contribution differently to visitor satisfaction. even as empathy and clarity are sturdy predictors, responsiveness stays a weaker region, suggesting that now not all verbal exchange dimensions have same weight.

From a practical angle, hotel managers in three-superstar homes need to prioritize staff training in empathy and communique readability, at the same time as additionally implementing operational improvements to enhance responsiveness. this may include setting widespread working tactics for criticism managing, empowering staff to make short decisions, and using digital structures (e.g., mobile apps or WhatsApp carrier) to accelerate reaction instances.

CONCLUSION

This look at investigated the role of communication control in dealing with guest lawsuits inside the room provider departments of three-superstar hotels in Bogor. the usage of survey records from a hundred respondents (70 guests and 30 team of workers) and statistical analysis via SPSS tabulation and ANOVA, numerous important findings emerged.

First, empathy and clarity had been recognized as the most powerful participants to guest pride. visitors valued body of workers who may want to demonstrate expertise and issue for his or her frustrations, In addition to provide obvious and clear reasons concerning proceedings.

Second, responsiveness, while reasonably rated, emerged as an area requiring improvement, specifically in terms of timeliness in resolving guest worries. third, the ANOVA outcomes confirmed that verbal exchange control as a whole has a great effect on guest satisfaction in room service criticism coping with.

Theoretically, this take a look at extends current hospitality literature by way of showing that verbal exchange fine in lower back-of-residence services, along with room carrier, is as critical as in the front workplace interactions. almost, it emphasizes that three-big name accommodations

in Bogor can reinforce their competitiveness by enhancing personnel communique capabilities and operational responsiveness.

Recommendations
Based at the findings, the following tips are proposed:
1) group of workers training and development
   o Behavior everyday training programs centered on empathy, lively listening, and clarity in communique.
   o Include role-playing physical activities for grievance managing scenarios to construct self belief and professionalism.
2) Operational improvements in Responsiveness
   o set up carrier-level agreements (SLAs) that set clean timeframes for responding to complaints.
   o boom staffing or reassign duties during height hours to decrease delays in room service transport and complaint handling.
3) Standardized criticism-managing tactics
   o expand clear protocols that empower room service group of workers to take on the spot corrective movements with out awaiting managerial approval.
   o offer checklists or hints to make certain consistency in criticism decision.
4) Leverage generation
   o enforce virtual conversation tools along with cell apps, WhatsApp services, or in-room pills to streamline grievance reporting and reaction.
   o Use automatic monitoring structures to screen criticism decision instances and observe-up movements.
5) Visitor remarks Integration
   o frequently gather guest comments on criticism dealing with and service excellent thru publish-live surveys or immediate feedback playing cards.
   o analyze comments trends to identify recurring issues and increase targeted upgrades.
6) Destiny studies
   o Enlarge the scope to include higher-megastar hotels or evaluate different cities to generalize findings.
   o Comprise qualitative methods including interviews to gain deeper insights into visitor expectations and body of workers communication challenges.

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