

IDENTIFICATION OF HOTEL ROOM NEEDS IN CREATING GUEST SATISFACTION AND SUSTAINABLE MANAGEMENT



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ABSTRACT

The role of tourism is to change negative feelings into positive ones. Various activities carried out by tourists must lead to satisfaction and comfort. One business that plays an important role in supporting tourism is the hotel industry. The hotel industry offers a wide range of facilities and attractions to ensure guest satisfaction. However, some hotel guests experience dissatisfaction. Several technical problems become negative assessments from guests. This study identifies the need for hotel rooms to support guest activities and create sustainable management. Exploratory qualitative design is combined with triangulation, observation, and interviews. The focus of the study is directed toward the needs of guest accommodation services. This study uses several samples of comments from various media platforms, filtered through the keyword "room." The Miles Huberman method is used in conjunction with triangulation to eliminate biased opinions and enhance the research. This study produces guest experiences based on product and service quality. Furthermore, this study delivers a model for managing hotel rooms that prioritizes safety, comfort, facilities, and communication.

Keywords: Hotel; Security; Cleanliness; Communication; Consumer Behavior

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INTRODUCTION

The essence of tourism activities is the satisfaction and comfort felt by tourists (Biswas et al., 2021; Streimikiene et al., 2021). Their expectations when enjoying the attractions presented are not the only main thing. Tourists also look for other things that can support the activities they do (Abiola-Oke, 2019; Akbar & Yang, 2021). Each tourist has a different perception when assessing the offers submitted. Tourism's role is the ability to change negative feelings into more positive ones (Al-Msallam, 2020). Thus, various activities carried out by tourists must lead to a sense of satisfaction and comfort. The task of business management is to present the best offers that can stimulate interest and quality visits. Therefore, various efforts need to be made by tourism managers so that sustainability can continue to be felt (Della Corte et al., 2019).

Tourism has become an important economic sector in multiple countries, including Indonesia. This sector can significantly impact the economic growth of the region and society (Diéguez-Castrillón et al., 2022). In addition, job creation and infrastructure development can also be realized. According to World Tourism Organization (UNWTO) data, tourism contributes substantially to the Gross Domestic Product (GDP) (Ghanem, 2017). Many countries, especially developing countries, rely on tourism as their main source of income one of the supporting tourism businesses that play an important role in the hotel industry (Fissi et al., 2020; Kusumawati & Sulistyo, 2024; Setya et al., 2024). The hotel industry and the tourism sector have a very strong relationship. The hotel industry needs tourist visits as a party that provides benefits. Conversely, tourism activities require accommodation services that help tourists to create quality visits (Yudiandri & Sulistyo, 2022). The large number of hotels forces managers to think innovatively about creating guest satisfaction. Through attractive offers, managers try to provide different values for hotel guests. Various service facilities and products owned are expected to be able to meet guest expectations (Febriansyach et al., 2024; Kusumawati & Sulistyo, 2024; Setya et al., 2024). One of the hotel products sold is rooms. The main product of this hotel is expected to be able to answer tourist problems and support the activities carried out.

Quality tourism activities can emerge through the supporting industry that accompanies it. Financial gain is no longer the main goal, but creating satisfaction and sustainability has become a bigger target to realize (Alhouti et al., 2021). The various promises or offers made must be based on the evidence presented. When a hotel offers attractiveness and product potential, that is what hotel guests will feel. However, many research facts place the element of satisfaction as something difficult to feel (Dominique-Ferreira & Antunes, 2020). They think that their expectations do not match what is offered or promised.

Various factors greatly influence tourist satisfaction, including their comfort when enjoying the services provided (Ghaderi et al., 2018; Streimikiene et al., 2021). The psychological aspects of guests need to be touched to meet the desired expectations. Tourists assume that they have spent a lot of energy to feel the meaning of satisfaction (Asmelash & Kumar, 2020). The hospitality industry needs to see this as part of the management goal. Tourists who enjoy hotel services must pay attention to their needs. Offering hotel room products becomes an implementation and sustainability effort. Various facilities, room types, and attractions are provided to satisfy guests (Aydin, 2020). Of course, the purchasing decision is entirely up to the hotel guest. Hotel guests will choose a product that suits their desires and abilities. Furthermore, satisfaction is created because of the suitability between the offer and the experience they feel (Alhouti et al., 2021). Moreover, if the offer given uses a touch of technology. Guests' search and

assessment efforts through social media certainly use a lot of energy. On the other hand, the use of technology by hotel managers can backfire if not carried out properly (Romero et al., 2024). Bad experiences will start to appear when the initial picture of the product they receive does not match the search efforts they have made. Management presents various offerings to meet consumer needs and the hotel industry's development. As seen in Figure 1, the building architecture and facilities are presented as complementary offerings. This step is an implementation of the product expansion offered. Management not only provides core products but also complementary and additional products.



Source: freepic.com, 2025

Figure 1
Elegant Modern Hotel and Room Facilities

The decision of tourists to choose a hotel is an award for the manager. They select an offer that can meet their expectations. Offering attractions or supporting products is another driving factor. Design, completeness, and service are key factors that must be considered (Febriansyach et al., 2024). Referring to the provisions of the product level, supporting the quality of rest and stay is the goal of the hotel industry (Mölk et al., 2022). The availability of amenities, room facilities, and other potential products supports this condition. However, not a few hotel guests experience dissatisfaction. Several problems and technical errors can be the driving force for negative assessments from guests. Mistakes in providing hotel rooms, dirty room conditions, and unpleasant odors are the driving forces for guests to give negative scores (Ghaderi et al., 2018; Streimikiene et al., 2021). This is certainly not good for the sustainability of hotel management. Hotel rooms should be a turning point for guests to create their next quality activities. The emotional closeness between guests and hotels positively supports repeat visits in the future (Polo Peña et al., 2023). Some research confirms that positive conversation activities and guest recommendations help hotel management (Do & Pereira, 2023; Khoo, 2022). Hotel promotion and marketing are aided by guest awareness to spread their memorable experiences.

In the increasingly advanced digital era, guest reviews on online platforms like Google, TripAdvisor, Booking.com, and social media have become crucial in consumer decision-making (Arrigo, 2018). For tourism and hospitality business managers, understanding guest reviews is more than just a habit. It has become a vital strategy for survival and growth. As seen in Figure 2, guest reviews reflect customers' real experiences. Every positive or negative comment contains valuable information about service quality, room cleanliness, staff friendliness, and many other aspects that influence guest satisfaction. Several studies have shown that online reviews significantly influence their decision to choose a place to stay (Almeida & Campos, 2021; Anuvareepong, 2017).

Understanding guest reviews is not just about managing reputation, but also about managing business growth. In a highly competitive environment, responding to reviews can differentiate a business and support sustainable management. Every review is an opportunity to learn, grow, and innovate (Caraivan, 2017).

Guest reviews



Figure 2
Hotel Guest Reviews and Ratings

Several complementary or additional products can provide their appeal. These products include hotel design, complete facilities, services, and the hotel's location (Febriansyach et al., 2024). Presenting different values, some guests encourage hotel managers to display something different. Different room nuances, artistic layouts, and impressive surrounding views for tourists (Romero et al., 2024). Several of these supporting products can strengthen the main products offered (Febriansyach et al., 2024; Kusumawati & Sulistyo, 2024; Setya et al., 2024). Many hotel guests come back because of this. The decision to determine a hotel as a supporter of tourism activities is based on assessments, recommendations, proximity, and previous experiences (Barrera-Barrera, 2023).

This study aims to identify the needs of hotel rooms in creating satisfaction. Many hotel management studies focus on strategy use, digital utilization, and innovation in general. This study will be in a gap that has not been widely entered. This research will identify the needs of hotel rooms in supporting guest activities and creating sustainable business management.

LITERATURE REVIEW

History of Hotels

At the beginning of its emergence, the forerunner of hotels in the Roman state had appeared in lodging houses (Montargot et al., 2022). This lodging was present to meet the needs of travelers who came to visit. Further developments, when the need to travel far was increasingly carried out, were in line with the need for lodging. Furthermore, lodging houses provided lodging facilities and began to equip them with other supporting facilities, such as bars, salons, and food and beverage places (Febriansyach et al., 2024; Kusumawati & Sulistyo, 2024; Setya et al., 2024). The number of rooms also began to increase to dozens. This development was the forerunner to the birth of hotels in the true sense, namely buildings for stopping by that provide complete facilities.

The Renaissance era brought significant developments in the world of hospitality. The growing international trade activities created the need for better and more organized accommodation (Ghaderi et al., 2018; Streimikiene et al., 2021). In the 17th century, major European cities such as Paris and London began seeing the first hotels emerge. The Ritz Hotel in Paris, which opened in 1898, is a classic example of a luxury hotel that attracted the attention of aristocrats and wealthy business people. The

situation of the Industrial Revolution in the 18th and 19th centuries further accelerated the growth of the hotel industry (Montargot et al., 2022).

Advances in technology and transportation, such as railroads and steamships, allowed people to travel farther and faster (Andrade & Sobata, 2020). Industrial cities began building large hotels to meet the needs of business travelers and tourists. The 20th century saw a major development in the hotel industry with the emergence of international hotel chains (Jafari et al., 2023). Hilton Hotels founder Conrad Hilton opened his first hotel in 1919 and introduced the concept of consistent service standards worldwide. Marriott, InterContinental, and Holiday Inn are other examples of hotel chains that flourished in this century (Abbasian et al., 2024). Figure 3 shows how one of the hotel developments has developed. This building accommodates everyone's accommodation needs to support their activities Management presents various offerings to meet consumer needs and the hotel industry's development.



Source: Freepik.com, 2025

Figure 3
The Appearance of a Transit House - The Origin of Hotel Development

Hotel Industry Development

The hotel industry is defined as a very broad and varied sector. This business offers various products and services such as accommodation, food, beverages, facilities, entertainment, and other complementary products. This industry's main objective is to provide guests with experience, satisfaction, and security (Ghaderi et al., 2018; Streimikiene et al., 2021). These efforts have an impact on increasing loyalty and brand reputation. Data from the latest period confirms that the development of the hotel industry is in line with the increasing number of tourists (Romero et al., 2024). This fact is a challenge and opportunity for hotel industry players. Managers must focus on efforts to meet rapidly changing consumer expectations. In addition to industries prioritizing service, the hotel industry is expected to positively contribute to the sustainability of development, the economy, and the surrounding environment (Caraivan, 2017). Industries prioritizing service and empathy as their main activities must focus on their implementation (Ghaderi et al., 2018; Streimikiene et al., 2021). However, the various challenges and obstacles this business faces are not only related to the financial aspect alone but also to the products and services presented. Real implementation steps must strengthen various main, supporting, complementary, and potential products. Consumer or hotel guests' concern for service satisfaction orientation is a challenge and an opportunity that must be faced (Ghaderi et al., 2018; Streimikiene et al., 2021). This attention is, of course, in line with the focus of marketing management (Kotler &

Armstrong, 2018). This understanding places needs analysis, strategy use, and post-transaction services into one unit. The hotel industry must be able to combine strategies and opportunities that can be achieved (Arrigo, 2018).

In an advanced and competitive era like today, hotels are considered a necessity (Fissi et al., 2020; Kusumawati & Sulistyo, 2024; Setya et al., 2024). Tourists must be supported by various instruments when carrying out their tourism activities. The presence of hotels is one of the required supporting industries for tourism. Tourists need the main tourist attractions and other things such as transportation, souvenirs, and accommodation services (Fissi et al., 2020; Kusumawati & Sulistyo, 2024; Setya et al., 2024). The next development emphasizes the need for cooperation that hotel managers must build (Mölk et al., 2022). Managers are no longer single players; they need to invite cooperation from other parties. Thus, creating sustainable management and tourism can be realized (Della Corte et al., 2019). As seen in Figure 4, the data held by the hospitality industry serves as a basis for other institutions to provide information. Collaboration on data publication is an effort to promote business and a reference for decision-making.

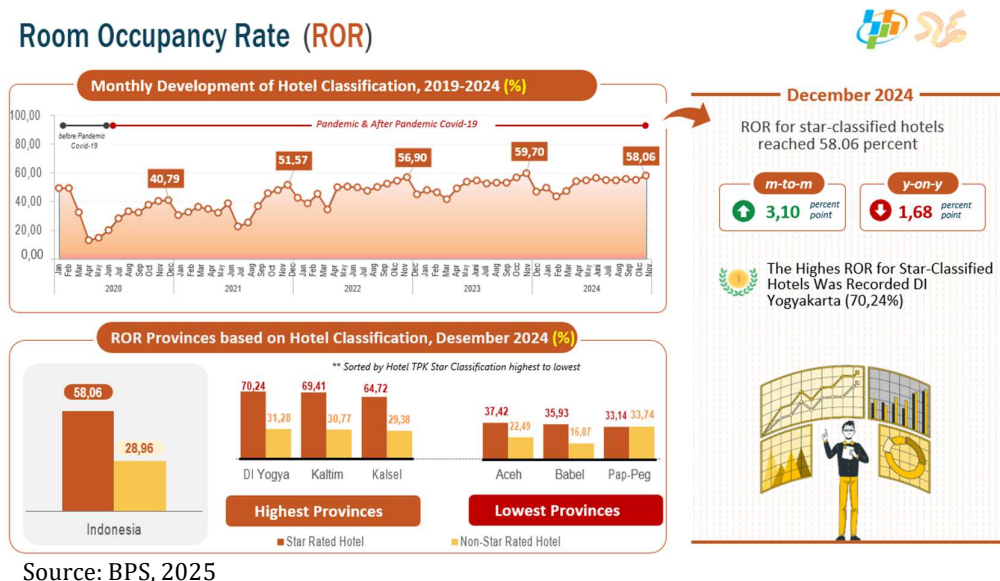


Figure 4
Hotel Room Occupancy Rate in Indonesia

Level of Product

Regarding the marketing mix strategy that emphasizes the need for businesses to use these tools, hotel management does the same (Sulistyo, 2021). The concept contains instruments such as products, prices, channels, promotions, processes, human resources, and evidence. Products are defined as everything that can be offered to meet consumer needs (Kotler & Armstrong, 2018). The term product is the basis of every marketing and sales activity in the business world. Both goods and services, products are the core of the interaction between companies and customers (Della Corte et al., 2019). Products are the core of every business because, without products, businesses have nothing to offer to consumers (Febriansyach et al., 2024; Kusumawati & Sulistyo, 2024; Setya et al., 2024). Some of the reasons why products are very important include 1) being able to be a source of income, 2) building brand image, 3) increasing market competitiveness, 4) meeting consumer needs and desires, 5) providing added value, and 6) meeting future expectations (Sulistyo et al., 2022, 2023). The focus of hotel business product

management needs to consider this. In its development, rooms are not the only core product offered, but other products. Business managers must consider product levels, such as core products, basic products, expected products, additional products, and potential products (Kotler & Armstrong, 2018).

METHOD

This study used an exploratory qualitative research design combined with observation and communication triangulation (Creswell & Creswell, 2018). The preliminary focus of this study was to search for literature to find gaps that have not been widely studied. The focus of the study was directed at the potential and needs of tourist accommodation. Several considerations were used, such as individual travel, media searches, emotional closeness to the hotel, room choices, and supporting amenities.

Several samples of comments on several media platforms were used in this study using the keyword "room" (Almeida-Santana & Moreno-Gil, 2017; Barbierato et al., 2022; Myat et al., 2019). The findings were used to obtain a broad picture. To strengthen the quality of the data produced, a collaboration of the Miles Huberman method and triangulation was used to eliminate biased opinions and enhance the honesty of the study (Decrop, 1999; Miles & Huberman, 1994). The themes that emerged were considered important to explore: 1) safety, security, and physical products; 2) cleanliness, hygiene, and comfort; and 3) communication.

RESULTS AND DISCUSSION

Maslow's theory of needs emphasizes that basic needs are the part that must be met first (Maslow, 1954). Next, someone will try to fulfill other needs. Safety and security are important when choosing a hotel service. The needs reflected in the guest's psychology reflect the satisfaction area as the main one, followed by the product's physical condition, communication, and other things (Almeida-Santana & Moreno-Gil, 2017; Barbierato et al., 2022; Myat et al., 2019). Marketing management emphasizes the need for legitimacy after a transaction to find out the results of the service (Ghaderi et al., 2018; Streimikiene et al., 2021). The suggestions and opinions they provide will affect the business in the future. For example, guests arrive at the front office area during check-in to confirm and agree on the type of room ordered. This is done to avoid mistakes and complaints that could arise. These negative conditions will present further work for the next hotel service officer.

Based on the research findings, it can be explored and described through the following table:

Table 1
Guest Needs for Hotel Rooms

Hotel Guest Psychology	Physical Products	Issues Considered by Guests
<i>Security, Safety and Control:</i> Guests want to feel safe and comfortable while resting, confident during their stay, and able to find safety routes..	<i>Availability and Convenience:</i> 1. Elevator or emergency stairs. 2. Telephone. 3. Room key. 4. Room entry and exit. 5. Lighting. 6. Guest control of the room.	<i>Guests Consider the Following:</i> 1. The hotel provide access information that guests can pass and provide graphic details that guests can see. 2. Availability of communication devices and important numbers that guests can access. 3. Ownership of room keys that meet standards to

		display an elegant impression.
		4. Guests need to be reinforced with the sense of security they get when they are in or out of the room.
		5. The room has sufficient lighting.
		6. Guests have full control over their agreements, are free from noise, and get privacy rights.
<i>Cleanliness, Hygiene, and Comfort.</i>	<i>Guest Experience When Enjoying Services:</i>	<i>Guests Consider the Following:</i>
Guests want a clean, undamaged room space, free from dirt and trash, to be individually comfortable during their stay.	1. The hotel facilities and amenities are in good condition.	1. The agreement between the guest and the hotel is to agree on the facilities and amenities that are available properly.
	2. New towels and equipment when used.	2. The toiletries provided for guests are equipment that is ready to be used for guests who have just stayed.
	3. Clean bathroom.	3. Good bathroom conditions and adequate supporting facilities.
	4. Dust-free room.	4. The condition of the room is ready to be used and has been cleaned regularly so that it is free from dust.
	5. Fragrant room	5. A fragrant aroma is smelled when guests enter the room.
	6. Room temperature.	6. It is easy to adjust the room temperature according to needs, and the AC is in good condition.
<i>Communication.</i>	<i>Communication Required by Guests During Stay:</i>	<i>Guests Consider the Following:</i>
Guests want access to communication with surrounding services, in this case, with front office services, housekeeping, catering services, security, etc.	1. Interaction.	1. Hotel services can build interaction with guests during their stay.
	2. Emotional Closeness.	2. Guests can easily reach all hotel services needed.
	3. Situational Exclusive or Inclusive.	3. According to the agreement, some guests want exclusive services (limited) or inclusions (which can be enjoyed by all guests).

Source: Processed Primary Data, 2025

As part of the tourism sector, hotels are responsible for ensuring the safety and security of their guests (Febriansyach et al., 2024; Kusumawati & Sulistyo, 2024; Setya et al., 2024). Implementing safety and security in hotels is important as regulation and to improve the reputation and sustainability of the business (Ghaderi et al., 2018; Streimikiene et al., 2021). A hotel can be defined as a place to stay for the public that is

managed commercially. Hotels must provide satisfaction by increasing the comfort and quality of guest safety (Aydin, 2020). Staying at a hotel should be an enjoyable and liberating experience (Do & Pereira, 2023; Khoo, 2022).

Hotel managers must ensure that safety and security remain the top priority for every guest. The presence of guests is a symbol of trust for hotel managers to provide a safe and comfortable environment (Almeida-Santana & Moreno-Gil, 2017; Barbierato et al., 2022; Chatibura, 2020; Myat et al., 2019; Sulistyo et al., 2022). Security can be seen, from door locks to a properly installed fire alarm system. When guests feel safe, they can relax and enjoy their stay without excessive worry. Security in a hotel also means protecting guests from the threat of crime, such as theft, fraud, or violence. Guests must feel confident that their safety is protected in an emergency (Ghaderi et al., 2018; Streimikiene et al., 2021). Hotels must have an effective warning system for fire, earthquakes, or other threats. It is important to have clear evacuation procedures that are practiced regularly. Hotel staff must also be trained to respond quickly and efficiently in emergencies, assist guests, and coordinate rescue efforts with the authorities. In addition to physical safety, security includes protecting guest privacy and data. Hotels must maintain the confidentiality of guests' personal information and ensure that guest data is safe from various potential crimes. Not only is the hotel responsible for ensuring guest safety and security, but guests also have an important role in keeping the hotel environment safe. This includes locking the room door properly, not providing personal information to strangers, and reporting suspicious incidents to hotel staff.

Another instrument that determines the guest experience is room cleanliness (Aydin, 2020). Guest assessment of room cleanliness is often an indicator of hotel performance, and positive reviews about this can have a major impact on the reputation and sustainability of the hotel business. Room cleanliness is a fundamental aspect for hotel guests that cannot be negotiated (Febriansyach et al., 2024; Kusumawati & Sulistyo, 2024; Setya et al., 2024). This condition confirms that cleanliness is an expectation and part of the quality standard; guests with a good experience will return to stay and give positive reviews (Polo Peña et al., 2023). A clean room provides guests with a sense of comfort, safety, and pleasure. Conversely, a dirty room can cause discomfort and even reduce trust in the hotel brand.

Another factor that drives the decision to choose a hotel and its instruments is communication (Almeida-Santana & Moreno-Gil, 2017; Barbierato et al., 2022; Chatibura, 2020; Myat et al., 2019; Sulistyo et al., 2022). Good communication allows hotel managers to understand guests' needs and preferences better. By communicating effectively, staff can learn what guests expect and tailor their service to individual preferences (Ghaderi et al., 2018; Streimikiene et al., 2021). With good communication, staff can meet guests' needs and increase overall guest satisfaction. The hospitality industry involves various departments working together to provide the best service to guests. All departments must communicate and collaborate well, from housekeeping to the front office, to ensure a seamless guest experience. Good communication also helps build a strong relationship between the hotel and its guests. Guests feel valued and acknowledged when hotel staff can communicate in a friendly, responsive, and effective manner. They feel that their needs and preferences are considered, creating an emotional bond between the guest and the hotel brand (Mölk et al., 2022). Strong relationships with guests increase loyalty and repeat visits and can lead to positive recommendations to others (Do & Pereira, 2023; Khoo, 2022).

Based on the findings, guests have high expectations for the hotel services and products they choose. Various product offerings are expected to be able to answer their

needs. Focusing on hotel room sales emphasizes multiple instruments. Hotel rooms are assumed to be one of the products that guests can enjoy. As one of the main products, the offers must be based on the reality that can be seen. Good room conditions can provide a memorable experience for guests. The effect of these positive conditions is the hotel's marketing and promotion side, which guests assist. Emotional experiences and positive discussions between guests will provide an impact and reference for visits to other target markets. This study provides additional literature to see the psychological factors of guests and the room needs to be required. This study found that hotel guests have experiences based on the products and services. The findings in this study resulted in a hotel room management model that prioritizes safety and comfort, facilities, and communication.

CONCLUSION AND SUGGESTION

Providing quality hotel products is the main focus of the management. Various offers and attractions are presented to meet guest needs. The research findings confirm that the elements of 1) security, safety, and control; 2) cleanliness, hygiene, and comfort; and 3) communication emerge as the main needs of hotel guests. The ability of managers to identify guest needs and satisfaction is an added value. Various supporting facilities for hotel rooms, such as amenities, bathrooms, air conditioning, and supporting equipment, are related to guest satisfaction. The guest's journey to enjoy activities is no longer the main domain but also their experience when enjoying accommodation services. Differences in segments, target markets, and demographics are managers' targets when designing strategies.

Focusing on product quality is the foundation of running a sustainable and highly competitive hotel business. Hotel managers can maintain and improve product quality in the following areas: basic guest needs, using quality materials, regular maintenance, memorable guest experiences, optimizing staff roles in maintaining quality, responding to feedback and complaints, and conducting regular evaluations.

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