

THE ROLE OF SALES ADMIN IN SUPPORTING ADMINISTRATIVE EFFICIENCY FOR SALES MARKETING DEPARTMENT PERFORMANCE AT NOVOTEL SEMARANG



¹Adinda Consita Yulianne Prabowo, ^{2*}Yuniarto R Satato

^{1,2}Department of Management, Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia - Indonesia

e-mail:

¹dindaconsita77@gmail.com

^{2*}yuniartosatato@stiepari.ac.id (corresponding author)

ABSTRACT

This study examines the role of Sales Admin in supporting administrative efficiency for Sales Marketing Department performance at Novotel Semarang. Using a qualitative approach through interviews, observation, and document analysis, the research identified four key dimensions of administrative efficiency: process standardization, information accessibility, response timeliness, and resource allocation. These dimensions influence departmental performance through three pathways: enhanced sales productivity, improved client experience, and strengthened interdepartmental coordination. Findings show response times decreased from 24 hours to under 4 hours while administrative errors reduced by 40%. The research reveals Sales Admin functions as a strategic position rather than merely supportive. Being limited to a single hotel property, future research should explore comparative studies across multiple hotel brands to establish broader industry benchmarks for Sales Admin contributions.

Keywords: Sales Admin; Administrative Efficiency; Hotel Marketing; Department Performance; Hospitality Management

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INTRODUCTION

The hospitality industry, particularly the hotel sector, faces increasingly complex challenges amid dynamic market conditions and evolving customer expectations. Within this competitive environment, the Sales and Marketing Department serves as a critical revenue generator, responsible for attracting guests, securing events, and maintaining occupancy rates (Jennyfer & Suyuthie, 2024). Behind the visible roles of Sales Managers and Marketing Executives lies the often-overlooked position of Sales Admin, whose contribution significantly impacts the department's operational efficiency and overall performance (Sono et al., 2023).

Administrative efficiency has become a crucial factor in determining departmental success in hotels, with research suggesting that streamlined administrative processes can significantly enhance sales team productivity and performance metrics (Lestari & Fatmarida, 2023). Despite this importance, there remains a notable gap in hospitality literature regarding the specific role of Sales Admin personnel and their contribution to administrative efficiency in hotel Sales Marketing departments (Rain & Sawitri, 2025).

Previous studies have predominantly focused on the functions of sales executives and strategies for achieving sales targets in the hospitality sector. Yulitae et al. (2024) investigated the role of Leisure Sales in improving hotel occupancy rates, while Suradi et al. (2024) examined sales marketing strategies for enhancing meeting package sales. However, these studies primarily addressed frontline sales activities without adequately exploring the administrative backbone that supports these functions. Similarly, Maulidasari et al. (2024) analyzed sales call strategies but provided limited insight into the administrative processes that facilitate effective implementation of these strategies.

The administrative dimension of hotel operations has been partially addressed in some research. Handayani (2016) discussed the role of sales administration in supporting MICE events, while Erawati (2023) and Rain and Sawitri (2025) explored administrative roles in Food and Beverage departments. However, these studies do not comprehensively examine how administrative efficiency specifically impacts sales marketing performance in upscale hotels like Novotel. Furthermore, while Humaira (2020) and Alviolita and Yunus (2021) investigated information systems for sales administration in hotels, their research primarily focused on accounting aspects rather than the broader administrative functions that support sales activities.

The research gap becomes evident when considering that the efficiency of administrative processes can significantly influence sales performance outcomes. Raintung (2016) established a general connection between work efficiency and employee performance, but did not specifically address this relationship in the context of hotel sales administration. Similarly, Azhmy (2020) examined factors affecting employee performance in hotels generally, without exploring the unique challenges and contributions of administrative roles in sales departments.

The introduction of technology systems in hotel operations, as highlighted by Adriyanto and Haekal (2022), has transformed administrative processes, creating both opportunities and challenges for Sales Admin personnel. However, research has not sufficiently examined how these technological changes have redefined the role of Sales Admin and their contribution to departmental efficiency.

This study aims to address these research gaps by investigating the specific role of Sales Admin in supporting administrative efficiency and its impact on the performance of the Sales Marketing Department at Novotel Semarang. The research seeks to identify

key administrative functions performed by Sales Admin, analyze how these functions contribute to departmental efficiency, and evaluate the relationship between administrative efficiency and sales performance metrics. By focusing on Novotel Semarang as a case study, this research provides valuable insights into the operational dynamics of an international chain hotel in a competitive urban market.

The findings of this study will contribute to the hospitality management literature by highlighting the strategic importance of Sales Admin roles, which have been traditionally viewed as merely supportive functions. Additionally, the research will offer practical implications for hotel managers seeking to optimize administrative processes to enhance sales department performance. By understanding the critical role of Sales Admin in achieving administrative efficiency, hotels can develop more effective organizational structures and workflows that maximize the productivity of their sales and marketing efforts.

LITERATURE REVIEW AND RESEARCH FRAMEWORK

This section explores the theoretical foundations and existing research related to sales administration in the hospitality industry, administrative efficiency concepts, and the relationship between administrative support and sales performance. The literature review provides the conceptual framework for understanding the role of Sales Admin in hotel operations, particularly within the Sales Marketing Department.

Sales Administration in the Hospitality Industry

Sales Administration within the hospitality industry represents a specialized function that bridges operational activities and strategic sales efforts (Melián-Alzola et al., 2020; O'Fallon & Rutherford, 2010). Handayani (2016) defines sales administration as the systematic management of processes, documentation, and information flow that supports sales activities in hospitality establishments. The position encompasses various responsibilities including managing inquiries, processing bookings, maintaining client databases, preparing sales reports, and facilitating interdepartmental communication (Sono et al., 2023). Melián-Alzola et al. (2020) further conceptualize hotel administration as an integrated framework that connects front-office operations with strategic business objectives, highlighting how administrative efficiency creates competitive advantages in highly service-oriented contexts.

In the context of luxury and upscale hotels, the sales administration function has evolved significantly with the integration of property management systems and customer relationship management tools (O'Fallon & Rutherford, 2010). Adriyanto and Haekal (2022) observed that the implementation of OPERA systems in hotels has transformed front office operations and, by extension, the administrative processes that support sales activities. This technological evolution has expanded the scope of Sales Admin responsibilities beyond traditional clerical tasks to include data analysis, client relationship management, and internal communication coordination. O'Fallon and Rutherford (2010) characterize this evolution as a fundamental shift from transactional administration to strategic enablement, where administrative roles increasingly contribute to decision-making processes and competitive positioning rather than merely documenting outcomes.

The strategic importance of sales administration in hotels is highlighted in several studies. Yulitae et al. (2024) noted that effective leisure sales performance relies heavily on administrative support for managing client information, tracking sales activities, and ensuring proper follow-up processes. Similarly, Handayani (2016)

emphasized the critical role of sales administration in MICE (Meetings, Incentives, Conferences, and Exhibitions) events, where administrative precision directly impacts client satisfaction and revenue generation. Randynata and Wijoyo (2024) demonstrate through qualitative analysis that structured interdepartmental collaboration, via communication, mutual support, integrated training, and guest feedback integration, between waitstaff and Front Office teams in five-star hotels significantly enhances guest satisfaction and operational efficiency, underscoring the need for formalized cross-departmental strategies and future exploration of technology-driven collaboration.

Despite these contributions, the literature reveals a tendency to view Sales Admin positions as purely supportive rather than strategic roles. Rain & Sawitri (2025) argue that administrative positions in hospitality are often undervalued despite their significant impact on operational efficiency and service delivery. This perspective aligns with observations by Erawati (2023), who noted that administrative roles in Food & Beverage departments contribute substantially to service quality and operational success, suggesting similar potential for Sales Admin positions in Sales Marketing departments.

Administrative Efficiency Concepts

Administrative efficiency represents a multifaceted concept encompassing resource optimization, time management, error reduction, and process streamlining. Lestari and Fatmarida (2023) define work efficiency as the optimal utilization of resources to achieve organizational objectives while minimizing waste and unnecessary effort. In the hospitality context, administrative efficiency encompasses streamlined workflows, standardized procedures, effective information management, and resource optimization that collectively enhance departmental performance.

The literature identifies several dimensions of administrative efficiency relevant to hotel operations. Alviolita and Yunus (2021) examined efficiency and effectiveness in sales information systems at Surabaya Suites Hotel, concluding that systematic documentation, standardized processes, and integrated information systems significantly enhanced operational performance. Similarly, Humaira (2020) found that well-structured sales administration systems improved information accuracy, reporting timeliness, and management decision-making in hotel operations.

Technological integration emerges as a critical factor in enhancing administrative efficiency. Adriyanto and Haekal (2022) documented how the implementation of the OPERA system at Hotel Borobudur Jakarta streamlined guest services and improved operational coordination. While their study focused primarily on front office operations, the findings suggest similar benefits could accrue to sales departments through integrated administrative systems. Anwar et al. (2024) extend this understanding through their examination of digital transformation in hotel operations, highlighting how cloud-based property management systems enable sales administrative staff to access critical information remotely and collaborate more effectively across departmental boundaries, resulting in more responsive client service and faster decision-making processes.

The concept of administrative efficiency extends beyond technology to encompass human factors and organizational design. Raintung (2016) emphasized that work efficiency depends not only on systems and processes but also on employee skills, training, and motivational factors. This multidimensional view of efficiency is particularly relevant to Sales Admin roles, which require both technical proficiency and interpersonal capabilities. Joshi and Naik (2018) emphasize that comprehensive training programs integrating technical skills and interpersonal communication significantly enhance

employee efficiency in hotel operations, aligning with findings that cross-departmental collaboration and skill development improve service quality and productivity. Similarly, Chalupa et al. (2021) demonstrate that integrating CRM systems with business process management (BPM) in hotel direct sales streamlines administrative workflows, reduces human errors, and enhances client-centric flexibility by automating labor-intensive tasks while maintaining standardized efficiency.

Sales Marketing Department Functions in Hotels

The Sales Marketing Department in hotels serves as a primary revenue center responsible for generating business through multiple channels and market segments (Suradi et al., 2024). Jennyfer and Suyuthie (2024) identify the core functions of hotel Sales Marketing departments as market analysis, client acquisition, relationship management, promotional activities, and revenue optimization. These functions are executed through specialized sales roles targeting different market segments, including corporate, MICE, leisure, and group sales.

Maulidasari et al. (2024) highlight the importance of strategic sales activities such as sales calls in building client relationships and securing business. Their SWOT analysis of sales call strategies at All Seasons Jakarta Thamrin reveals that effective pre-call preparation, accurate information management, and prompt follow-up significantly impact conversion rates. These activities require robust administrative support systems to ensure consistency and effectiveness.

The literature also emphasizes the evolving nature of hotel sales functions in response to market dynamics and technological advancements. Suradi et al. (2024) document how sales strategies for meeting packages have adapted to changing client expectations and competitive pressures, necessitating more sophisticated approaches to market segmentation, pricing, and proposition development. These advanced sales approaches place greater demands on administrative systems to provide accurate, timely information and support.

Despite the recognized importance of sales functions, the literature reveals limited attention to the administrative infrastructure that supports these activities. Yulitae et al. (2024) focus primarily on the role of Leisure Sales in driving occupancy rates without adequately examining the administrative processes that enable effective sales execution. This research gap underscores the need for more comprehensive studies on how administrative efficiency influences sales performance in hotels. Perdomo-Verdecia et al. (2024) attempt to address this gap by examining interdepartmental coordination in hotel operations, finding that administrative efficiency plays a crucial mediating role between departmental collaboration and service delivery outcomes. Their research suggests that administrative processes serve as the connective tissue that transforms strategic sales initiatives into operational reality, though they do not specifically focus on Sales Admin roles within this framework.

Relationship Between Administrative Support and Sales Performance

The relationship between administrative support and sales performance represents a critical yet underexplored area in hospitality management research (Perdomo-Verdecia et al., 2024). Sono et al. (2023) provide one of the few direct examinations of this relationship, finding that marketing support personnel significantly impact inquiry management efficiency and communication effectiveness in hospitality businesses. Their research suggests that administrative support functions directly influence customer response times, information accuracy, and ultimately, conversion rates.

The connection between administrative efficiency and employee performance has been established in broader contexts. Raintung (2016) demonstrated that work efficiency positively impacts employee performance across various organizational functions. Similarly, Lestari and Fatmarida (2023) found that work efficiency significantly influenced sales performance in a non-hospitality context, suggesting potential parallels for hotel sales operations.

The impact of administrative systems on sales performance can also be inferred from studies examining technological implementations in hotels. Humaira (2020) documented how sales accounting information systems affected financial reporting accuracy and management decision-making, indirectly influencing sales strategies and performance monitoring. Similarly, Alviolita and Yunus (2021) demonstrated that efficient administrative systems enhanced internal controls and process reliability, creating conditions conducive to improved sales performance.

Azhmy (2020) identified several factors affecting employee performance in hotels, including work environment, training, and organizational support. While not specifically focused on administrative roles, this research suggests that supportive administrative systems could enhance sales team performance by reducing non-selling burdens, improving information access, and facilitating more effective client communication.

The literature reveals a conceptual framework where administrative efficiency influences sales performance through multiple pathways: by reducing non-productive time for sales executives, improving information quality for client interactions, enhancing interdepartmental coordination, and enabling more effective sales activity monitoring and management. However, empirical research directly examining these relationships in the context of hotel Sales Admin roles remains limited, highlighting the contribution potential of the current study.

This literature review demonstrates that while existing research acknowledges the importance of various aspects of sales administration and efficiency in hospitality operations, there remains a significant gap in understanding how Sales Admin roles specifically contribute to administrative efficiency and, consequently, to Sales Marketing Department performance in upscale hotels. This study addresses this gap by examining these relationships in the context of Novotel Semarang through a qualitative research approach.

Research Framework

Based on the literature reviewed, this study proposes a conceptual framework that illustrates the relationship between Sales Admin Roles, Administrative Efficiency, and Sales Marketing Department Performance at Novotel Semarang. This framework guides the qualitative inquiry and provides structure for data collection and analysis processes.

The research framework identifies four key dimensions of Sales Admin roles that potentially influence administrative efficiency: (1) document management and information processing, (2) client database maintenance, (3) interdepartmental communication facilitation, and (4) sales activity support. These dimensions emerge from the literature on sales administration in hospitality (Handayani, 2016; Sono et al., 2023) and represent the core functions through which Sales Admin may contribute to departmental efficiency.

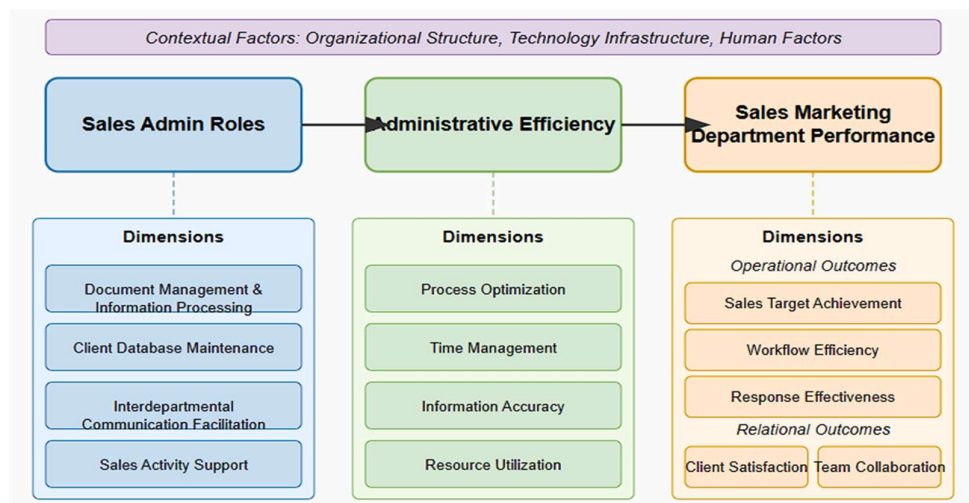
Administrative efficiency is conceptualized as a multidimensional construct encompassing: (1) process optimization, (2) time management, (3) information accuracy, and (4) resource utilization. This conceptualization draws from efficiency frameworks

discussed by Lestari and Fatmarida (2023) and Alviolita and Yunus (2021), adapted to the specific context of hotel sales operations.

Sales Marketing Department performance, the ultimate dependent variable in this framework, is characterized by both quantitative indicators (such as revenue achievement, conversion rates, and response times) and qualitative aspects (including client satisfaction, team coordination, and service quality). This multidimensional view of performance is consistent with approaches described by Jennyfer and Suyuthie (2024) and Azhmy (2020).

The proposed framework posits that Sales Admin roles influence Sales Marketing Department performance through the mediating effect of administrative efficiency. This relationship is not conceptualized as linear or mechanistic but rather as an interactive and contextual process influenced by organizational factors (hotel policies, management support), technological infrastructure (property management systems, CRM tools), and human factors (skills, training, communication patterns).

Figure 1 presents a visual representation of this conceptual framework, illustrating the proposed relationships between the key constructs. This framework does not propose specific hypotheses to be tested but rather identifies relationships to be explored through qualitative inquiry, consistent with the interpretive approach adopted in this study.



Source: Constructed by authors, 2025

Figure 1
Conceptual Framework of Sales Admin Roles, Administrative Efficiency, and Sales Marketing Department Performance

This conceptual framework guides the research methodology, informing the development of interview protocols, observation frameworks, and analytical approaches. Through this structured yet flexible framework, the study aims to develop a rich understanding of how Sales Admin contributes to administrative efficiency and ultimately to departmental performance in the specific context of Novotel Semarang.

METHOD

This study employed a qualitative research approach to explore the role of Sales Admin in supporting administrative efficiency and its impact on Sales Marketing Department performance at Novotel Semarang. The qualitative methodology was chosen to gain in-

depth understanding of the complex interactions, processes, and perceptions that characterize administrative support functions within the hotel's sales operations (Braun & Clarke, 2021). This approach aligns with the exploratory nature of the research, which seeks to understand not only what administrative functions are performed but how these functions contribute to departmental efficiency and performance outcomes.

The research design followed a case study approach, focusing on Novotel Semarang as a representative example of an international chain hotel operating in a competitive urban market. Case study methodology is particularly appropriate when investigating complex organizational phenomena within their real-world context (Sono et al., 2023). This design enabled comprehensive examination of administrative processes, relationships, and outcomes within the specific organizational culture and operational framework of Novotel Semarang. While findings from a single case study cannot be broadly generalized, they provide valuable insights that may be transferable to similar organizational contexts.

The research setting, Novotel Semarang, was selected based on several criteria that made it suitable for investigating the research questions. As a four-star international chain hotel under the Accor group, Novotel Semarang operates according to standardized procedures while adapting to local market conditions. The hotel features a well-established Sales Marketing Department with dedicated Sales Admin personnel, making it an appropriate context for examining administrative support functions. Additionally, the researcher secured necessary access and permissions to conduct the study at this location, facilitating comprehensive data collection.

Participant selection employed purposive sampling to identify informants with direct knowledge of and experience with Sales Admin functions and their impact on departmental performance. The primary participants included:

1. Sales Admin personnel (two participants) who perform administrative support functions within the Sales Marketing Department
2. Sales executives and managers (four participants) who interact with and benefit from Sales Admin support
3. Department heads from other hotel divisions (three participants) who collaborate with the Sales Marketing Department
4. Hotel management representatives (two participants) with oversight of departmental operations and performance

This sampling approach ensured representation of multiple perspectives on Sales Admin functions, providing triangulation of viewpoints and experiences. The final sample size of eleven participants aligns with recommendations for qualitative case studies, where depth of insight rather than statistical representation guides sampling decisions.

Data collection involved multiple methods to ensure comprehensive understanding of the research phenomena. In-depth semi-structured interviews served as the primary data collection method, allowing participants to share detailed accounts of their experiences, perceptions, and insights regarding Sales Admin roles and their impact on administrative efficiency and departmental performance. Interview protocols were developed based on the research framework and tailored to each participant category, ensuring relevant and focused data collection. Interviews lasted between 45 and 90 minutes, were conducted in participants' preferred language (Indonesian or English), audio-recorded with permission, and later transcribed for analysis.

Observational data complemented the interview findings, with the researcher conducting structured observations of Sales Admin activities, interdepartmental interactions, and workflow processes. Observations focused on administrative procedures, communication patterns, document handling practices, and problem-solving approaches, using a structured observation protocol to ensure consistency. These observations provided valuable contextual data about how administrative processes functioned in practice, beyond participants' self-reported accounts.

Document analysis constituted the third data collection method, examining relevant materials including job descriptions, standard operating procedures, workflow documentation, internal communications, performance metrics, and meeting minutes. These documents provided insights into formal expectations, established processes, and recorded outcomes related to Sales Admin functions and departmental performance. Document analysis helped contextualize and verify information obtained through interviews and observations.

Data analysis employed a thematic analysis approach, following the six-step process outlined by Braun and Clarke (2021): familiarization with data, initial coding, theme identification, theme review, theme definition, and report production. Analysis began with open coding of interview transcripts, observation notes, and document excerpts, identifying key concepts and patterns. Initial codes were then organized into broader categories and potential themes based on recurrent patterns and theoretical relevance. Themes underwent multiple review iterations to ensure internal homogeneity and external heterogeneity, with particular attention to how themes related to the research framework dimensions. Final themes were defined and named to capture their essence and relationship to the research questions, with illustrative quotes and examples identified to support each theme.

Throughout the analysis process, the researcher maintained constant comparison between emerging interpretations and the original data, ensuring findings remained grounded in participants' experiences and organizational reality. Computer-assisted qualitative data analysis software (NVivo) facilitated the management and organization of the extensive qualitative data, enhancing analytical rigor while preserving the interpretive focus essential to qualitative inquiry (Braun & Clarke, 2021).

To enhance research trustworthiness, several validation strategies were employed. Triangulation of data sources (diverse participants), methods (interviews, observations, documents), and theories (multiple literature perspectives) strengthened the credibility of findings (Braun & Clarke, 2021). Member checking involved sharing preliminary interpretations with key participants to verify accuracy and resonance with their experiences. An audit trail documented all methodological decisions, analytical procedures, and evolving interpretations, establishing dependability (Braun & Clarke, 2021). The researcher practiced reflexivity through maintaining a research journal that acknowledged potential biases and documented how these were addressed throughout the research process. These validation strategies collectively enhanced the credibility, transferability, dependability, and confirmability of the research findings (Braun & Clarke, 2021).

These methodological decisions collectively established a rigorous framework for investigating the role of Sales Admin in supporting administrative efficiency and its impact on Sales Marketing Department performance at Novotel Semarang. The qualitative approach enabled rich exploration of these phenomena within their organizational context, yielding insights that quantitative methods alone could not have captured.

RESULTS AND DISCUSSION

This section presents the findings from the qualitative investigation of Sales Admin roles, administrative efficiency, and Sales Marketing Department performance at Novotel Semarang. The results are organized according to the key themes that emerged from the thematic analysis of interviews, observations, and document analysis. Each theme is discussed in relation to the research framework and existing literature, highlighting both convergence with previous findings and novel insights that contribute to understanding the phenomenon.

Evolving Role of Sales Admin in Hotel Operations

The research revealed that the Sales Admin role at Novotel Semarang has evolved significantly beyond traditional clerical functions to encompass strategic contributions to departmental operations. Participants consistently characterized Sales Admin as a "central hub" that coordinates information flow, manages critical databases, and facilitates interdepartmental communication. This evolution reflects broader trends in hotel operations where administrative roles increasingly incorporate technological expertise, customer relationship management, and analytical capabilities.

One Sales Manager explained this evolution:

"Five years ago, our Sales Admin mainly handled paperwork and basic correspondence. Today, they manage our entire customer database, analyze inquiry patterns, coordinate with multiple departments, and even participate in strategic planning meetings. They've become indispensable to our operations."

This finding aligns with Sono et al.'s (2023) observation that marketing support roles have expanded to include more strategic functions, particularly in managing client communications and information systems. However, while Sono et al. focused primarily on external communications, this study found that internal coordination constitutes an equally significant aspect of the Sales Admin role. As one Department Head noted:

"The Sales Admin serves as our primary point of contact with the Sales Department. They translate sales requirements into actionable tasks for our team and ensure we understand priorities."

Document analysis revealed that the formal job description for Sales Admin at Novotel Semarang had been revised twice in the past three years, with each revision expanding responsibility areas and required competencies. The most recent version emphasized "cross-functional coordination," "data analysis capabilities," and "technological proficiency" as core requirements, reflecting the role's evolution from purely administrative to semi-managerial in nature.

This evolution parallels findings by Rain and Sawitri (2025), who documented similar expansions in administrator roles within Food & Beverage departments. However, unlike F&B administrators who primarily focus on internal operational efficiency, Sales Admin personnel must balance both internal coordination and external client relationship management, creating unique challenges and opportunities for impact on departmental performance.

Key Dimensions of Administrative Efficiency

The research identified four key dimensions of administrative efficiency that emerged as particularly significant in the context of Sales Marketing operations: process

standardization, information accessibility, response timeliness, and resource allocation. These dimensions represent the mechanisms through which Sales Admin activities influence departmental performance outcomes.

Process Standardization

Observations and document analysis revealed that Novotel Semarang had implemented standardized procedures for key administrative processes including inquiry handling, proposal development, contract management, and post-event evaluation. Sales Admin personnel played a critical role in both developing and maintaining these standardized workflows, ensuring consistency across different sales executives and client accounts.

One Sales Admin participant explained:

"We've created templates and checklists for every major process. This ensures nothing falls through the cracks regardless of which sales executive is handling the account. It's reduced errors by approximately 40% according to our internal tracking."

This standardization contributes directly to departmental efficiency by reducing redundancies, minimizing errors, and facilitating smoother handovers when necessary. The finding resonates with Alviolita and Yunus's (2021) research on efficiency in hotel information systems, which identified standardized procedures as a key factor in operational effectiveness. However, while their study focused primarily on accounting processes, this research demonstrates that similar benefits accrue from standardization in client-facing sales administrative processes.

Information Accessibility

Participants consistently identified information accessibility as a critical dimension of administrative efficiency. Sales Admin personnel maintained centralized databases of client information, sales histories, venue specifications, and pricing structures that were accessible to authorized personnel. This centralization eliminated information silos and reduced time spent searching for critical data.

A Sales Executive observed:

"Before our current system, everyone kept their own client records. Finding information about previous interactions was time-consuming and often incomplete. Now, our Sales Admin maintains a unified database where I can access complete client histories in minutes, making my client interactions more informed and personalized."

Observations confirmed that Sales Admin personnel devoted significant time to ensuring database accuracy and comprehensiveness, with regular audit processes to identify and remedy information gaps. This focus on information quality aligns with Humaira's (2020) findings regarding the importance of accurate information systems in supporting hotel operations, though extends beyond accounting information to encompass market intelligence and client relationship data.

Response Timeliness

The research found that response timeliness represented a critical efficiency dimension that directly impacted client satisfaction and conversion rates. Sales Admin personnel implemented systems to track and prioritize inquiries, ensure timely responses, and

manage follow-up schedules. This systematic approach to time management enhanced the department's responsiveness to client needs.

One Hotel Manager noted:

"In our industry, response time often determines whether we win or lose business. Since implementing our current administrative systems, our average response time for client inquiries has decreased from 24 hours to under 4 hours, giving us a competitive advantage in securing bookings."

Document analysis revealed a formalized "inquiry tracking system" that categorized incoming requests by priority, assigned clear response timeframes, and escalated delayed items to management attention. Sales Admin personnel maintained this system, ensuring accountability throughout the response process. This systematic approach to time management corresponds with Lestari and Fatmarida's (2023) findings on work efficiency factors, though applies these principles specifically to client communications in a hospitality context.

Resource Allocation

The fourth efficiency dimension involved optimal allocation of departmental resources, including staff time, promotional materials, and venue availability. Sales Admin personnel played a significant role in monitoring resource utilization, identifying bottlenecks, and recommending allocation adjustments to maximize productivity.

A Department Head explained:

"Our Sales Admin tracks which client segments and activities generate the highest return on investment. This data helps us allocate our limited resources more strategically, focusing on high-potential opportunities rather than spreading ourselves too thin."

Observations confirmed that Sales Admin regularly produced resource utilization reports that informed departmental planning, with particular attention to aligning sales executive specialization with market segment potential. This finding extends Raintung's (2016) work on efficiency by highlighting the analytical component of administrative roles in optimizing resource allocation decisions.

Table 1 summarizes the four key dimensions of administrative efficiency identified in this research, detailing their characteristics and the specific contributions made by Sales Admin personnel in each dimension. This comprehensive overview illustrates how Sales Admin functions extend across multiple efficiency domains, from standardizing processes to optimizing resource allocation.

Table 1
Key Dimensions of Administrative Efficiency in Sales Marketing Department

Dimension	Key Characteristics	Sales Admin Contribution
Process Standardization	Consistent workflows, Templates, Documentation standards, Quality control	Develops and maintains standardized procedures, Creates templates, Ensures compliance, Identifies improvement opportunities
Information Accessibility	Centralized databases, Organized filing systems, Knowledge management, Information quality	Maintains comprehensive databases, Ensures data accuracy, Facilitates information retrieval, Implements security protocols

Response Timeliness	Inquiry tracking, Priority systems, Deadline management, Follow-up protocols	Monitors response times, Prioritizes inquiries, Facilitates communication flow, Manages follow-up schedule
Resource Allocation	Workload distribution, Material utilization, Space management, Time optimization	Analyzes resource utilization, Identifies bottlenecks, Recommends allocation adjustments, Monitors effectiveness

Source: Data Analyzed, 2025

Pathways from Administrative Efficiency to Department Performance

The research identified three primary pathways through which the administrative efficiency dimensions influenced Sales Marketing Department performance at Novotel Semarang: enhanced sales productivity, improved client experience, and strengthened interdepartmental coordination. These pathways illustrate the mechanisms by which Sales Admin contributions translate into tangible performance outcomes.

Enhanced Sales Productivity

Participants consistently reported that efficient administrative systems enabled sales executives to devote more time to client-facing activities rather than administrative tasks. Analysis of time allocation records showed that sales executives at Novotel Semarang spent approximately 65% of their time on direct sales activities (client meetings, sales calls, site inspections) compared to an industry average of 40-45% according to internal benchmarking documents.

One Sales Executive explained:

"With our Sales Admin handling the paperwork, database updates, and interdepartmental coordination, I can focus on what I do best—building client relationships and closing deals. My productivity has increased by at least 30% over the past year."

This finding supports Sono et al.'s (2023) conclusion that effective marketing support enhances sales team productivity. However, while their research emphasized external communication management, this study found that internal administrative efficiency created equally significant productivity gains by streamlining workflows and reducing non-revenue-generating activities for sales personnel.

Improved Client Experience

The research found that administrative efficiency directly influenced client experience through more responsive communication, personalized service, and error reduction. Clients received more timely responses to inquiries, more accurate proposals, and more consistent follow-up, enhancing their overall experience with the hotel.

A Sales Manager noted:

"Our repeat booking rate has increased by 25% since implementing our current administrative systems. Clients appreciate our responsiveness and attention to detail, which our Sales Admin team makes possible through their meticulous record-keeping and proactive follow-up."

Document analysis of client feedback forms revealed consistently positive comments regarding communication efficiency, proposal accuracy, and attention to preferences—all areas directly supported by Sales Admin functions. This finding extends Handayani's (2016) work on sales administration in MICE events by demonstrating how

administrative efficiency influences client satisfaction across all market segments, not just event sales.

Strengthened Interdepartmental Coordination

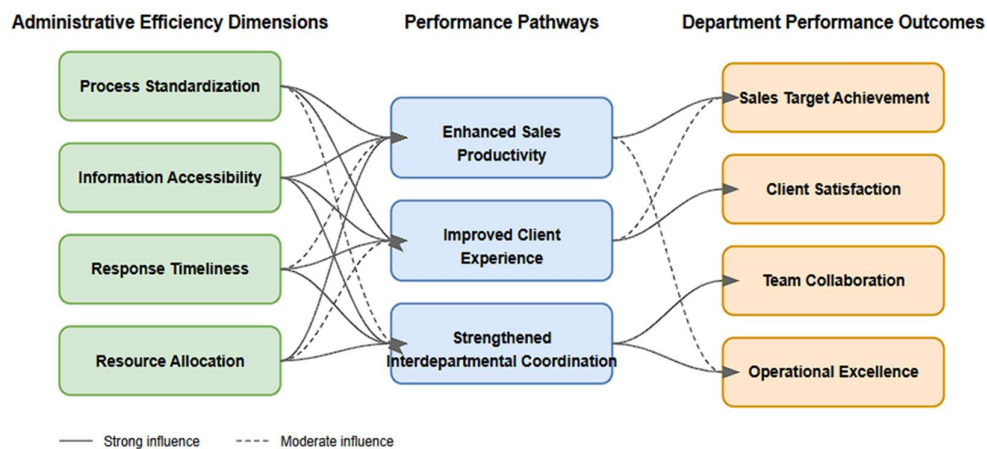
The third pathway involved improved coordination between Sales Marketing and other hotel departments, including Front Office, Housekeeping, Food & Beverage, and Accounting. Sales Admin personnel facilitated this coordination by translating sales requirements into operational instructions, tracking implementation, and resolving cross-functional challenges.

One Department Head explained:

"Previously, we often received last-minute requests from Sales that were difficult to accommodate. Now, their Sales Admin provides us with comprehensive information well in advance, allowing us to prepare properly. This has reduced operational disruptions by at least 50%."

Observations confirmed that Sales Admin personnel maintained structured communication protocols with other departments, including standardized information templates, regular coordination meetings, and feedback mechanisms. This systematic approach to interdepartmental coordination resonates with findings by Azhmy (2020) regarding factors affecting employee performance in hotels, specifically the importance of organizational support and clear communication channels.

Figure 2 visualizes the relationships between the four administrative efficiency dimensions and the three performance pathways identified in this study. The diagram illustrates how process standardization, information accessibility, response timeliness, and resource allocation collectively contribute to enhanced sales productivity, improved client experience, and strengthened interdepartmental coordination, ultimately leading to superior departmental performance outcomes.



Source: Data analyzed, 2025

Figure 2
Pathways from Administrative Efficiency to Department Performance Outcomes

Contextual Factors Influencing Administrative Efficiency

The research identified several contextual factors that significantly influenced the relationship between Sales Admin roles and administrative efficiency at Novotel Semarang. These factors moderated the effectiveness of administrative practices and shaped their implementation within the specific organizational context.

Technological Infrastructure

The hotel's technological infrastructure emerged as a critical contextual factor, with the integration of property management systems, customer relationship management software, and communication platforms significantly influencing administrative efficiency. Sales Admin personnel needed to navigate multiple systems, ensuring data consistency across platforms and leveraging automation capabilities to enhance efficiency.

One Sales Admin noted:

"Our current systems don't always communicate seamlessly. I spend considerable time ensuring information is consistent across our property management system, CRM software, and financial platforms. Better integration would further improve our efficiency."

This finding aligns with Adriyanto and Haekal's (2022) research on opera system implementation, highlighting how technological systems shape administrative processes in hotel operations. However, this study extends their work by examining how administrative personnel navigate and compensate for system limitations through manual reconciliation and process adaptation.

Organizational Support

The level of organizational support for administrative functions significantly influenced their effectiveness. At Novotel Semarang, management demonstrated strong commitment to administrative excellence through resource allocation, training opportunities, and inclusion of Sales Admin in strategic discussions.

The Hotel Manager explained:

"We view our Sales Admin team as a strategic asset, not just support staff. We've invested in their professional development, upgraded their systems, and included them in planning meetings. This investment has paid dividends in departmental performance."

Document analysis revealed that the hotel had increased both financial and training resources allocated to Sales Admin functions over the past three years, reflecting growing recognition of their strategic importance. This organizational support aligns with Jennyfer & Suyuthie's (2024) findings regarding the impact of work environment on sales marketing performance in star hotels, though specifically highlights administrative functions as a critical area for investment.

Skill Development and Training

The skills and training of Sales Admin personnel emerged as another significant contextual factor. Beyond basic administrative capabilities, effective Sales Admin required proficiency in hotel management systems, data analysis, communication techniques, and industry knowledge.

A Sales Admin participant shared:

"My role requires much more than organizational skills. I need to understand market segments, analyze trends in inquiry data, troubleshoot technology issues, and communicate effectively with diverse stakeholders. Ongoing training has been essential to developing these capabilities."

Training records showed that Sales Admin personnel at Novotel Semarang received both technical and soft skills training, with particular emphasis on system proficiency, analytical thinking, and effective communication. This multidimensional skill development corresponds with findings by Azhmy (2020) regarding training as a key factor in employee performance, though specifically applied to administrative roles that have traditionally received less attention in training initiatives.

Implications for Hotel Management Practice

The findings have several significant implications for hotel management practices, particularly regarding the strategic positioning of Sales Admin roles, process design, and performance evaluation within Sales Marketing departments.

First, hotels should recognize Sales Admin as strategic contributors rather than merely clerical support. This recognition should be reflected in job descriptions, compensation structures, and inclusion in departmental planning. By elevating the perceived value of these roles, hotels can attract and retain higher-caliber administrative talent capable of contributing to departmental performance.

Second, hotels should implement standardized administrative processes with sufficient flexibility to accommodate unique client needs. The research found that standardization enhanced efficiency without sacrificing personalization when properly designed and implemented. Sales Admin personnel should be actively involved in process design, leveraging their frontline experience to create workflows that balance efficiency with adaptability.

Third, technology investments should prioritize system integration and user-friendly interfaces to maximize administrative efficiency. The research revealed that technological fragmentation created significant challenges for Sales Admin personnel, requiring manual workarounds that reduced overall efficiency. Integrated systems that minimize duplicate data entry and facilitate information sharing would significantly enhance administrative productivity.

Fourth, hotels should develop comprehensive training programs for Sales Admin personnel that address both technical and strategic aspects of the role. Training should include system proficiency, analytical skills, communication techniques, and industry knowledge to prepare Sales Admin for their evolving responsibilities. This multidimensional skill development would enhance both administrative efficiency and career advancement opportunities for administrative personnel.

Finally, performance evaluation metrics for Sales Marketing departments should incorporate administrative efficiency indicators alongside traditional sales metrics. By measuring factors such as response timeliness, information accuracy, and interdepartmental coordination, hotels can better assess the full spectrum

CONCLUSION AND SUGGESTION

This study explored the role of Sales Admin in supporting administrative efficiency and its impact on Sales Marketing Department performance at Novotel Semarang. The research has revealed that Sales Admin functions have evolved significantly beyond

traditional clerical support to encompass strategic contributions that directly influence departmental effectiveness. Through qualitative investigation involving interviews, observations, and document analysis, the study identified four key dimensions of administrative efficiency that characterize the Sales Admin contribution: process standardization, information accessibility, response timeliness, and resource allocation. These efficiency dimensions influence departmental performance through three primary pathways: enhanced sales productivity, improved client experience, and strengthened interdepartmental coordination. The findings highlight the critical yet often underrecognized role that Sales Admin personnel play in facilitating operational excellence and contributing to sales performance outcomes.

The research demonstrates that administrative efficiency represents a significant determinant of Sales Marketing Department performance, challenging the conventional view of administrative functions as merely supportive rather than strategic in nature. At Novotel Semarang, the evolution of the Sales Admin role reflects broader trends in hospitality management that emphasize integrated operations, data-driven decision making, and cross-functional coordination. The Sales Admin position has become a central hub that facilitates information flow, maintains critical knowledge repositories, and ensures consistent implementation of sales strategies across multiple stakeholders. This strategic positioning has enabled more efficient utilization of sales resources, more responsive client communication, and more effective interdepartmental collaboration.

The findings have significant implications for hospitality management practice. First, hotels should recognize and position Sales Admin roles as strategic contributors rather than merely clerical support, reflecting this recognition in job descriptions, compensation structures, and inclusion in departmental planning processes. Second, standardized administrative processes should be implemented with sufficient flexibility to accommodate unique client needs, with Sales Admin personnel actively involved in process design and optimization. Third, technology investments should prioritize system integration and user-friendly interfaces to maximize administrative efficiency and minimize fragmentation that requires manual workarounds. Fourth, comprehensive training programs should be developed for Sales Admin personnel that address both technical and strategic aspects of the role, including system proficiency, analytical skills, communication techniques, and industry knowledge. Finally, performance evaluation metrics for Sales Marketing departments should incorporate administrative efficiency indicators alongside traditional sales metrics to provide a more holistic assessment of departmental effectiveness.

These implications suggest a fundamental reconsideration of how administrative functions are conceptualized and valued within hotel operations. Rather than viewing administration as a necessary cost center, hotels should recognize its potential as a strategic enabler that can create competitive advantage through enhanced operational efficiency and service excellence. By investing in administrative excellence through appropriate staffing, training, technology, and organizational support, hotels can leverage these functions to enhance overall departmental performance and ultimately drive business success.

Several limitations of this study should be acknowledged. As a single-case qualitative study focused on Novotel Semarang, the findings may not be generalizable to all hotel contexts, particularly those with different organizational structures, market positions, or operational scales. The study's reliance on participant perceptions and experiences, while providing rich insights into administrative processes and their impacts, may be subject to individual biases and limited perspectives. Additionally, the

qualitative nature of the research, while appropriate for exploring complex organizational phenomena, does not provide quantitative measurements of the relationships between administrative efficiency and performance outcomes. These limitations suggest the need for cautious application of the findings to other contexts and for complementary research using different methodological approaches.

Future research could extend this investigation in several valuable directions. Comparative case studies across multiple hotel properties would enhance understanding of how organizational context influences the relationship between administrative efficiency and departmental performance. Quantitative studies measuring specific efficiency metrics and their correlation with performance indicators would complement the qualitative insights provided by this research. Longitudinal investigations tracking the evolution of administrative roles and their impact over time would provide valuable insights into developmental patterns and adaptation processes. Research examining administrative efficiency in other hotel departments beyond Sales Marketing would offer a more comprehensive understanding of how these principles apply across different functional areas. Finally, studies investigating how emerging technologies such as artificial intelligence and process automation might transform administrative functions would provide forward-looking insights to guide future hospitality management practice.

In conclusion, this study has illuminated the often-overlooked but critically important role that Sales Admin personnel play in supporting administrative efficiency and enhancing Sales Marketing Department performance in the hotel industry. By recognizing and strategically developing these functions, hotels can unlock significant potential for operational excellence, client satisfaction, and competitive advantage in an increasingly challenging market environment. The findings underscore the need to reconceptualize administrative roles as strategic contributors rather than merely support functions, with implications for staffing, training, technology, and organizational design in hospitality enterprises.

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