Strategi *Service Recovery* Untuk Mempertahankan Kepuasan Tamu dalam Hotel X di Jakarta

Service Recovery Strategies to Maintain Guest Satisfaction at X Hotel in Jakarta

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Abstrak

Beberapa masalah dalam pelayanan telah diteliti sebagai salah satu faktor yang memengaruhi dalam hilangnya kontribusi negara Indonesia akan pertumbuhan ekonomi selama pasca Covid-19. Salah satu tindakan yang dilakukan oleh industri perhotelan dalam menyelesaikan masalah ini adalah dengan berinovasi lebih lanjut akan kualitas pelayanan hotel. Tetapi, kegagalan dalam pelayanan sering terjadi karena hasil dari tidak memenuhi ekspektasi tamu, karena itu *service recovery* menangani kegagalan tersebut dan memulihkan kepercayaan dan kepuasan tamu dengan metode-metode efektif berupa kompensasi, komunikasi proaktif, dan solusi yang di personalisasi. Penelitian ini mengamati strategi *service recovery* Hotel X, sebuah hotel *luxury* di Jakarta yang diketahui akan standar tingginya atas pelayanan. Yang akan diteliti adalah metode yang digunakan oleh pekerja garis depan dalam menyelesaikan kegagalan akan pelayanan, peran manajemen dalam memastikan bahwa *service recovery* tersebut efektif, dan tantangan yang ditemukan dalam proses *service recovery* tersebut. Data akan dikumpulkan melalui wawancara dengan manajemen dari pekerja garis depan Hotel X, yang merupakan manajer dari *Food and Beverages*, manajer dari *Front Office*, dan manajer dari *Housekeeping*. Hasil dari penelitian ini menyoroti pentingnya kerangka kerja yang terstruktur sebagai panduan akan implementasi *service recovery* dengan memiliki batasan yang jelas yang diterapkan untuk meningkatkan kecepatan dan efektivitas dari kompensai yang diberi. Tidak hanya itu, sistem-sistem canggih seperti sistem HOTSOS dan *platform* umpan balik tamu sangat meningkatkan kemampuan hotel dalam mencari juga menganalisa kegagalan pelayanan, mencegah terjadinya kembali masalah tersebut, dan menerima masukan akan ekspektasi tamu. Menerapkan kerangka kerja yang terstruktur dan berinvestasi dalam sistem-sistem canggih tersebut dapat meningkatkan tindakan *service recovery*, membuat hal tersebut penting bagi Hotel X dalam mempertahankan keunggulan kompetitif dalam sektor perhotelan *luxury*.

Kata Kunci: pelayanan, pemulihan, perhotelan, kerangka kerja, kepuasan, strategi, metode

Abstract

Various service issues has been researched as one of the factors that influenced Indonesia to lose its contribution to the economic growth during post Covid-19. One of the efforts the hospitality can do to solve the problem is to further innovate service quality of the hotel. However, service failures often occur as a result of not meeting the guests' expectations,

and so service recovery address these failures and restore the guests' trust and satisfaction with effective methods, such as compensation, proactive communication, and personalized resolutions. This research examines the service recovery strategy of X Hotel, a luxury hotel in Jakarta known for its high standards of service. What will be examined are methods used by front line workers to address service failures, the management's role in ensuring the effetiveness of the service recovery, and challenges encountered during the process of service recovery. The data will be collected through interviews with the management of the front line workers of X Hotel, which includes the manager of the Food and Beverages, the manager of the Front Office, and the manager of the Housekeeping. The findings highlight the importance of a structured framework as a guideline to implement service recovery with clear boundaries set to improve the speed and effectiveness of the compensation given. Aside from that, advanced systems such as HOTSOS system and guest feedback platform greatly enhance the hotel's ability to track and analye service failures, prevent recurrence, and gain insights on guests' expectations. Adopting this structured framework and investing in these advanced systems can enhance the effort of service recovery, making it important for X Hotel to maintain a competitive advantage in the luxury hospitality sector.

Keywords: *service, recovery, hospitality, framework, satisfaction, strategy, method*

INTRODUCTION

According to the Ministry of Finance (Purwowidhu, 2023), tourism has been one of the pillars of Indonesia's economics and is a major contributor for foreign exchange. The hospitality industry in Indonesia has developed alongside economic growth. As reported on the chart below from (Sugiyarto et al., 2023),

Graphic 1. Increase of the number of hotels and other accomodation services post Covid-19

shows that during post Covid-19, the number of hotels and other accommodation services rose along with economic recovery over the years.

One of the cities in Indonesia who recovered greatly from the pandemic is Jakarta. (Kipping, 2024) has stated that as a dynamic capital of Indonesia, Jakarta has attracted many international visitors as much as 642,000 in the first half of 2023. Thus, it has surpassed the amount of international visitors before the pandemic and shows the strong potential of Jakarta in the upcoming year in terms of hotel development. As a direct contributor towards economic growth, the hospitality and tourism industry is primarily connected to the service quality supplied to the guests (Cerovic et al., 2015). Hospitality in Indonesia surely has more attraction to visitors who love natural beauty, however, before the pandemic, the Indonesian tourism industry was below average compared to other developing countries, such as India, China, and Saudi Arabia (Zaini et al., 2020). It is said that the reason why the industry lost its contribution to economic growth

was because of various service issues. After researching further, it was concluded that the efforts the hospitality industry could do to help the regrowth of the economy was to further innovate service quality policies, including trends in determining services. In services, failures can sometimes occur and this is known as service failure. This can happen when the service provided does not meet customer expectations (Suryadi, 2020). Service failure can negatively affect a hotel's reputation and can occur due to several factors, such as the services offered (unavailability of services, unsatisfactory services, inadequate employee behavior), external factors (bad weather, negative experiences outside the hotel, noise from outside the hotel), the behavior of other parties (slow internet connection, electricity, water), or the behavior of the customers themselves (fights between customers) (Haitami & Situmorang, 2019). In addition, according to (Kashi, 2024), it is important to receive feedback from guests to understand their complaints about their experiences. Therefore, to address service failures, a standard procedure in the form of service recovery can be implemented.

Guests who rated service quality highly also had the highest expectations for service quality (Kelley & Davis, 1994). They explain that the company that can deliver a high level of quality would also be expected to deliver a high level of recovery. Service recovery can have various forms, such as compensation, immediate problem resolution, providing special services, proactive communication, and offering personal touch (Satter, 2024). The main goal of implementing a service recovery system is to improve guest satisfaction, restore guest trust, and prevent reputational damage. Therefore, service recovery is essential for maintaining guest satisfaction with the services provided in every hotel (Vianna, 2023). Even five-star hotels cannot avoid service failures. Because of that, it is crucial to handle service failures effectively. By monitoring and measuring the performance of the staff using feedback given by guests, the hotel can identify areas of improvement and turn service failures into opportunities to create loyal customers (Munoz et al., 2024). According to the Ministry of Transportation Decree No.: PM10/PW.301/Phb.1977, which explains Hotel Business Regulations and Classification, the majority of one- to three-star hotels do not have complete facilities like four- to five-star hotels. As a result, five-star hotels are encouraged to provide better service to customers, and these hotels also have specific service recovery methods. It is expected for this research to give broader understanding of service recovery and provide practical insights and recommendations that could be directly applied to improve service recovery methods in similar establishments. Challenges faced in the hospitality industry could lead to a higher level of productivity and boost morale of the employees (Herrity, 2024). But, it could negatively affect the organization if not resolved well (Pilo,

2023). Because of that, the skill of the organization in problem solving is important in terms of identifying the problems guests experienced in the hotel, creating a solution plan to resolve the problem, and receiving feedback from the guests to ensure guest satisfaction (Higgins, 2024). People who have experienced most of service recovery based on being directly engaged in day to day operation by interacting with guests and dealing with service failures are front line workers. Front line workers play a crucial role to ensure a positive experience by being directly involved. In hotels, some of the front line workers include food and beverages personnel, housekeeping personnel, and front office personnel (Parikka, 2023). In this research, the hotel that will be studied in terms of service recovery methods is the front line workers of X Hotel in Jakarta. X Hotel has been previously awarded The Exquisite Award as The Best Luxury Hotel. The award has proven that X Hotel, as a high quality hotel, prioritizes high standards for service. Taking account of what Kelley & Davis (1994) has previously stated, it can be concluded that because X Hotel has a high level of quality, it is expected by the market for the hotel to also deliver a high level of service and recovery. One of the cases of how X Hotel handled service failure is for example,

"*During my stay, the room service unfortunately did not have the order that I wanted. They have resolved the problem spectacularly by giving me an invitation for lunch directly from the chef and has offered to make me the dish that i wanted the previous night. What a great service recovery.*"

X Hotel is located in the heart of Jakarta, Indonesia. This hotel has a modern luxury concept with rooms and suites, and it also has restaurants serving local, Asian, and Western food. X Hotel also has venues for large events, from weddings, meetings with business partners, birthdays, and more. From the values implemented in X Hotel, it is encouraged for employees to follow and implement them in their daily work at the hotel. X Hotel prioritizes customer satisfaction by applying these values, and this is proven by the nomination received by X Hotel. This nomination was achieved through a public vote based on the experiences guests had while staying at the hotel (CNT Editors, 2024).

A study has previously been conducted in Yogyakarta, Indonesia where service recovery and customer satisfaction is analyzed. The research written by (Suprapto & Hashym, 2010). focuses on three specific dimensions, such as compensation, response speed, and apology to perceive fairness in service recovery. The result of their research indicates that the three dimensions of service recovery influenced the level of guest satisfaction. This research focuses on how X Hotel creates a process on giving service recovery, how the management ensures that the service recovery implemented in the hotel is carried out effectively, and finally understanding the challenges

that might arise from carrying out service recovery as it could help the growth of service recovery in the future.

Research Questions

According to the phenomena previously explained, several questions arise that will be further investigated. These questions are as follows:

1. What service recovery methods do front line workers in X Hotel use to maintain guest satisfaction?
2. How does the management of X Hotel ensure that the service recovery implemented in the hotel is carried out effectively?
3. Did the front-line workers of X Hotel face any challenges during the implementation of their service recovery method?

Research Objectives

This research aims to achieve an understanding of several aspects of guest recovery in hope that the industry could widen further their understanding of service recovery, and that includes:

1. Identifying the service recovery methods used by front line workers of X Hotel to maintain guest satisfaction.
2. Identifying how the management of X Hotel ensures the effectiveness of service recovery implementation in the hotel.

3. Identifying the challenges of service recovery faced by the front-line workers X Hotel and solutions to resolve these challenges.

THEORITICAL FRAMEWORK

Theoretical Basis

According to (Agency for Healthcare Research and Quality, 2022), service recovery is made to be a process on recovering dissatisfied guests on the failure of guest service, which starts with identifying then fixing the problems by making amends with said guests. By failing to give service according to guests' expectations, the hotel can lose trust in their ability as an organization. If the guests are repeatedly disappointed by the service they were given, they will start to lose confidence in the care that they receive. That is why service recovery is made to recover the trust and confidence by creating a process on handling service failures.

It is crucial for every hotel to maintain guest satisfaction, because no matter how much people try to give their best service, mistakes could happen. What matters is how each of those hotels handle service failure. By not reacting to complaints given by guests, it could potentially ruin the reputation of the hotel. Acknowledging and resolving the problem right away will give a more positive outcome on guest satisfaction (Churchill, 2023). According to (Gerber, 2020), implementing service recovery during day-to-day operational could benefit to,

1. **Increase in guest satisfaction**. Guests would think more highly of the hotel if service failure was given compensation by service recovery.

2. **Decrease of service failures through process**. By tracking every service failure handled by the hotel, certain recurring problems can be avoided during the process of service.

3. **Increase in customer loyalty**. Thoughtful recoveries may help in letting guests know that the hotel priority is to care for the guest's satisfaction. This can lead to those guests coming back to enjoy the facilities without worrying about the problems that occurred in the past.

4. **Create brand ambassadors**. By giving service recovery, the hotel has an opportunity to raise attention to the hotel's value of prioritizing guest's needs and satisfaction. The guests who have previously experienced service recovery by the hotel could potentially be compelled to spread the word of the hotel's good service.

5. **Avoid losing potential customers**. Not giving service recovery may lead to dissatisfied guests sharing their experience to their close ones and potentially making other potential customers disgruntled by the news.

Service Recovery Definition and Concept

(Ghanbari Baghestan et al., 2012)) explain that service recovery refers to the actions taken by a company when encountering service failure (Utami & Ekawati, 2014). Meanwhile, (Etemad-Sajadi & Bohrer, 2017) describe service recovery as the decisions made by a company in reaction to service failures, aiming to transform dissatisfaction into satisfaction and ultimately retain the customer. (Kotler & Keller, 2012). Define service recovery as actions taken to satisfy customers who have experienced service problems; service companies should encourage customer complaints (and make it easy for them to do so), respond quickly, personally, and develop a problem resolution system. (Gustafsson, 2009) states that service recovery is about how companies handle complaints professionally, turning negative situations into positive ones.

Theories and methods regarding service recovery:

1. **Disconfirmation Theory** states that consumers form judgments about products or services based on their prior expectations of the characteristics or benefits offered by the provided product or service (Van Ryzin, 2006)

2. **Theory of Justice** can help explain customer reactions to service failures, as what customers perceive as fair and

reasonable regarding service failures will influence their satisfaction. Perceived justice is a strong predictor of customer satisfaction or dissatisfaction after experiencing service failure (Kim et al., 2012).

3. **SERVQUAL Method** is a method used to measure service quality based on the attributes of each dimension, resulting in a gap score (discrepancy) which represents the difference between consumer perceptions of the service received and their expectations of the service to be received (Nashihuddin, 2012).

Types and Strategies of Service Recovery

Dimensions of responses to service failures include timeline (how long it takes to handle a complaint), facilitation (how the hotel handle complaints), redress (what is learned from previous complaints), apology (acknowledge the dissatisfaction of guests), credibility (knowing the reason of the complaints), and attentiveness (direct communication with the guest who complained). According to (Ahmad Badran & Aleem Abdela'tty, 2016), strategy on giving service recovery covers seven key activities, which is

1. **Acknowledgement**. The hotel has to understand that a problem has arisen within the premise.
2. **Empathy**. The hotel should ask the guest their point of view and

understand how the guest feel about the problem.
3. **Apology**. It is crucial for the hotel to apologize to the guests for the inconvenience caused.
4. **Own the problem**. The hotel is taking action in trying to solve the problem.
5. **Fix the problem**. Creating it and finding a solution to fix the problem.
6. **Provide assurance**. Making sure that the guest feels assured that the problem will be solved and that it wouldn't occur again in the future.
7. **Provide compensation**. Providing compensation depending on the level of severity the problem is.

Factors that Influence Service Recovery

One of the factors that influences service recovery performance is the commitment of the hotel management on doing a service recovery (Iriadi, 2017). It has been proven by a previous study that management of hotels enhance service recovery performance and satisfaction through developing and empowering their front-line workers to handle service failures (Hewagama et al., 2019). According to (Alan et al., 2016). Influence in service recovery are divided into internal and external factors, such as

Internal Factors

1. **Company culture.** The attitudes and values of the hotel towards

guest service influence how employees handle complaints

2. **Employee training.** Well-trained employees are better prepared and able to effectively and empathetically address issues.
3. **Processes and systems.** Clear procedures for handling complaints and systems that support service recovery can enhance efficiency.
4. **Employee competence.** The ability and knowledge of employees in understanding products and services significantly impact their ability to resolve guest issues.
5. **Leadership.** Support and commitment from top management towards guest service can encourage employees to deliver their best service.

External Factors

1. **Customer perception.** Guest's expectations and previous experiences will influence how they assess the success of service recovery.
2. **Competition.** Competitors' actions in handling service recovery can affect guest expectations and perceptions of the company.
3. **Market feedback.** Feedback from guests, both positive and negative, can influence the service recovery strategies implemented.

4. **Industry trends.** Changes in industry trends or consumer habits can affect guest's expectations regarding services.
5. **Regulations and policies.** Government policies or regulations related to consumer protection can influence how hotels conduct service recovery.

Impact of service recovery on guest satisfaction

Previous study written by (Gao et al., 2022) about examining the impact of service recovery has shown that giving service recovery while taking more consideration on response speed and giving compensation helps increase guest satisfaction. By giving service recovery, hotels can maintain relationships with guests and thus increase the loyalty of guests. Another study also supports the claim of how important speed of recovery is and the significant influence of giving compensation as a form of service recovery. As written by (Suprapto & Hashym, 2010), the most important first step in the service recovery process is to always apologize so that guests feel respected and cared for, as doing so would give a significant impact in partially increasing guest satisfaction.

Study case on implementation of service recovery

Service failures often occur in the hospitality industry, and handling these issues effectively is crucial for maintaining guest satisfaction. According to (Hariman, 2024), at

Wyndham Opi Hotel, Palembang, there are several examples of how the front office team addresses such situations.

1. **Special room requests**. When guests request all rooms on the same floor with connecting rooms and smoking rooms, the front office team must manage guest expectations, especially during high occupancy. They explain that fulfilling these requests depends on room availability on the day of arrival. By communicating that the team will do their best to meet these requests, they provide reassurance and demonstrate their commitment to excellent service.

2. **Dirty rooms**. A more serious situation arises when guests find their room in a dirty condition after check-in. The front office team immediately apologized and resolved the issue quickly by offering a new, clean room. Providing a complimentary item, such as a slice of fruit, shows extra care for the guest and helps improve their experience. Reporting this issue to the front office manager is also important to ensure preventive measures can be taken in the future.

In both cases, effective communication and quick responses from the front office team help maintain a good relationship with guests and enhance the hotel's reputation. Managing and recovering from service failures effectively is key in the hospitality industry to ensure guest satisfaction remains high.

Framework

A framework is the working structure of that framework in solving the developed modules, resulting in a work method that is more efficient, more organized, more general in nature, and more homogeneous (Prasasti, n.d.). A research framework can be defined as an accurate representation of the structure of a research project plan. Through this structure, researchers can identify the critical areas of the research. Through this RF, it enables researchers to formulate relevant research questions and objectives. (Marjuni, 2023). Business frameworks are tools or models that assist organizations in structuring, organizing, and addressing complex business problems. They offer a structured approach to analyzing a problem, creating a solution, and executing it in a consistent and scaled (Llewellyn, 2024).

Framework Model

- Strategy Framework

  Strategy frameworks are tools or models that assist organizations in creating and executing their plans. They offer a method for analyzing a company's internal and external environments, identifying strengths, weaknesses, opportunities, threats, and formulating a clear and effective

strategy to achieve organizational objectives. These frameworks are widely used in fields such as business management, marketing, finance, and operations (Llewellyn, 2024).

Strategy Framework example is Porter's Five Forces
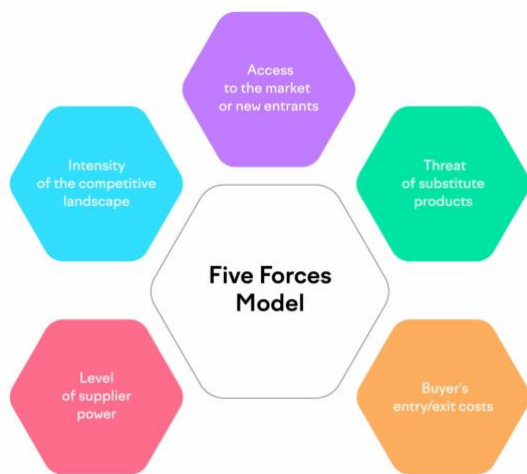
framework helps organizations understand the level of competition, the appeal of the market, and the profitability within industry. This framework rests on the idea that five forces shape the intensity of competition and the attractiveness of the market (Llewellyn, 2024).

Graphic 2. The example of strategy framework *"Porter's Five Forces Framework"*

- Innovation Framework
    Innovation Framework are tools or models that give an approach to identifying, developing, and applying new ideas. This framework helps organizations in organizing their

innovation efforts and focus on areas where it can make the biggest impact (Llewellyn, 2024).

Innovation Framework examples are Doblin's Ten Types of Innovation. This framework is a method to create new ideas and evaluate the speed of changes in products and services is throught the Ten Types Framework developed by Doblin. These ten types of frameworks can be applied in many different combinations.
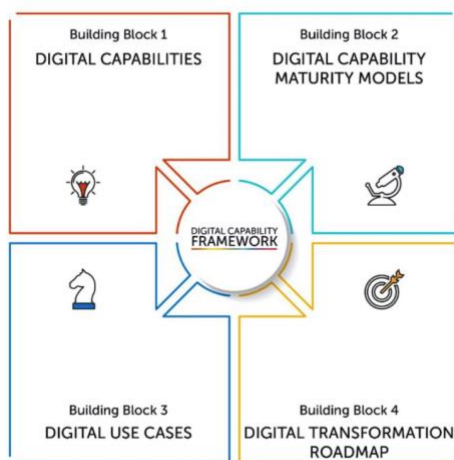

Graphic 3. The example of innovation framework *"Doblin's Ten Types of Innovation"*

- Digital Transformation Frameworks

    This framework can provide a guide for managers and leaders to implement new business models, operational models, and customer strategies by using digital technologies, helping to prepare their business for the future. By utilising technology and data, innovative individuals are developing entirely new methods to create

value for business, customers, and partners. (Llewellyn, 2024).

Digital Transformation Framework examples are The Digital Framework. This framework was developed to help organizations implement digitally driven business transformation and foster

innovation. (Llewellyn, 2024).

**Graphic 4.** The example of digital transformation framework *"The Digital Framework"*

* The Service Recovery Framework

This framework is a model that describes the factors that influence customer reactions to service failures and recovery action. It consists of 4 elements which is, the service failures, the customers expectations, the service recovery and the customer outcomes (Operations, 2024).

Graphic 5. The example of service recovery framework by *(Anwar & Ozuem, 2022)*

Conclusion

Service recovery is an essential process for addressing guest dissatisfaction in the hospitality industry. Effective service recovery not
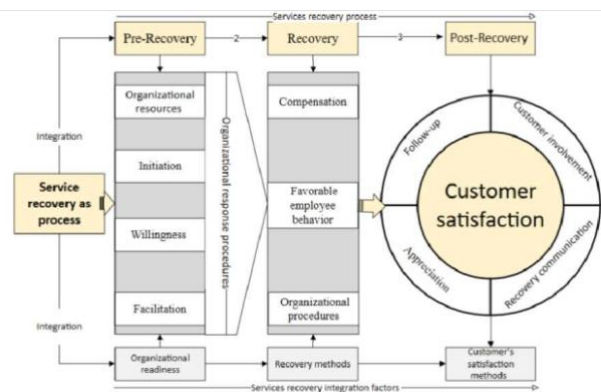
only helps in resolving issues but also plays a crucial role in maintaining customer trust and loyalty. By implementing well-defined service recovery strategies, such as acknowledgment, empathy, and compensation, hotels can enhance guest satisfaction, reduce service failures, and create brand ambassadors. Factors like internal organizational culture, employee training, and leadership support contribute to the success of service recovery efforts. Additionally, external factors such as customer perceptions and competition can influence the effectiveness of service recovery.

Theories and methods, such as Disconfirmation Theory and SERVQUAL, provide valuable insights into customer expectations and service quality. In practice, hotels that respond quickly and professionally to service failures can improve their reputation, retain customers, and avoid the loss of potential business. Frameworks,

including service recovery models, provide organizations with structured approaches to understanding and managing these processes, ensuring consistent and efficient responses to service failures. Ultimately, a strong service recovery framework is key to turning negative situations into opportunities for improving guest satisfaction and business outcomes.

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RESEARCH METHOD

Research Location

This research uses a qualitative approach where direct interview with the industry is done to gather information and data regarding the service recovery method implemented in X Hotel since their year of opening.

Subject and Object

Research subject refers to something that can be researched, it could be people, places, or objects that are observed as an aim for the research. Meanwhile, research objects refers to the environmental characteristics of an object, people, or something that is the main interest of the research.

From that, the subjects of this research are the leaders and front line workers of X Hotel. Meanwhile the object of this research is the implementation of service recovery methods used in X Hotel.

Data Source

Data source is the subject where information regarding the object of this research is gathered. It includes,

1. **Main Data**. Data collected through direct observation or research of the object of the research or related to the object of the research that is received directly from the subject of the research. While gathering data, it is important to know the main source of the information gathered. In this research, the main data is received from X Hotel.
2. **Secondary Data**. Data or information received through other books or documents received aside from the main subject of the research, it could be a document study, journals, thesis, dissertation, and more.

Research Population

Population is an object or a subject that has a certain quality and specific characteristics set by the researcher to be studied, from which conclusions are drawn by the researcher (Sugiyono, 2015). The population in this study serves as an important starting point for determining the research sample. The population in this study consists of the managers X Hotel and front line workers of X Hotel.

The focus of this study is from the perspective of the hotel.

Research Sample

A sample is a part of the population that is used for research. According to (Sugiyono, 2015), the sample is a portion of the quality and characteristics of the population. The number of the units in the sample is denoted by the notation n.

In this research the sample of the research will be gathered using *purposive sampling.* According to (Sugiyono, 2015) *purposive sampling* is a selecting technique of data sources that are considered to have the most knowledge about what is being sought, thereby facilitating the researcher in exploring the objects or social situations being studied. Therefore the informants in this research are identified as those who are considered capable of providing the necessary information, specifically the front line workers of X Hotel.

Data Gathering Methods

Data collection methods are made to make sure that the information received is prepared in advance and covers all the necessary data needed for the results of the research. As according to (Yasin et al., 2024), a few methods that can be used to collect qualitative data is

1. **Interview**. Instrumenting an interview with the subject of the research, the leaders and front line workers of X Hotel, regarding the object of the research, which is implementation of the service recovery methods in X Hotel.
2. **Observation**. Observing the environment of the research and obtaining the phenomenon of service recovery in X Hotel.
3. **Documentation Study**. Receiving information through studies related to the object of this research, implementation of the service recovery methods in X Hotel.

Data Analysis

According to (Sugiyono, 2015), Data analysis is the process of searching and organizing the data obtained from interviews, observations, and other materials systematically so that it can be easily understood, and the results can be communicated to others. The analysis used in this study is descriptive, which involves outlining the data collected and then analyzing it by doing a comparison with frameworks that have previously been researched.

FINDINGS AND DISCUSSION

Presentation of Data

The data of this research has been received from the management of three departments, which includes the manager of one of the food and beverages departments, the manager of the front office, and the manager of housekeeping. These departments represent the front-line workers of X

Hotel as these departments come face to face with guests most often during their daily procedures.

Food and Beverage

The service recovery breakdown of the food and beverage department in X Hotel consists of a few steps, first is for the first person to encounter a complaint and interacting with the guest to find out what exactly happened and try to understand the issue. Everyone in the front-line can be the first person involved in the service recovery process and every one of them has the power to give service recovery to the guests. After addressing the issue, it is important to always apologize, then escalate and give service recovery as soon as possible. After resolving the problem, each case will be recorded in the system so that everything is in place. X Hotel also takes notes and records every case in a file and has a group chat where the cases of service recovery are shared and updates each case in their respective profile notes in the system. These cases have to be recorded precisely so that the solution can be discussed within the group discussion. The group discussion is done through a group chat for discussing guest experience during operations and through communicating with other staff during daily briefing by having an open discussion. X Hotel also does a follow up and follow through by always checking if the guests are happy from the service recovery received. This process is done by sending a personal message to the guests. Some

challenges that the food and beverages department in X Hotel faced in service recovery is first keeping track of the follow up and follow through and second trying to understand the guests. It is important to always listen to the guests as sometimes people just want to be heard and understood. Everyone has different perspectives on how each person wants to be treated. Because of that, each case can vary as each guest has their own opinions. There is one key difference between service recovery implemented in X Hotel compared to other hotels, which is how the management of X Hotel has more freedom to give service recovery more than other hotels as they have an empowerment manual.

Front Office

X Hotel has an empowerment manual where every level has a limit of how much service recovery can be given. This manual is made to make sure that the team can make decisions as fast as possible without having to ask for approval before taking action. These multiple levels are for example host, team leader, assistant manager, manager, department head, division head, EAM, and GM. The manual consists of room upgrade, discount, late check-out, etc that can be waived depending on the level of position. Charges that can be waived in the front office department are for example from minibar, outlet, spa, room rate, etc. Different levels of position will have different limitations. If it is beyond the

limitations, it will have to be escalated to the next level of position.

Same as the food and beverage department, the first person who encountered the complaint will be the first person who has the responsibility to give service recovery to the guests. The effectiveness of the service recovery given can be proven from looking at the guest satisfaction, such as does the service recovery given from the staff fulfill the guests expectations and does it fix the situation. If the guests are still not happy, re-training is needed, and the case might need escalation as it is possible that the compensation is not enough to give satisfaction to the guest. To measure the guest satisfaction, X Hotel has a platform to gather guest feedback. After checking out, guests will be given an invitation email to participate in giving a score of a wide range of aspects, such as likelihood to recommend, customer service, cleanliness, working order, check-in experience, overall breakfast, breakfast experience, spa experience, membership experience, etc. The questions are answered with a number parameter of zero to ten, except for cleanliness and working order where it is only a yes or no. The guest satisfaction level will then be evaluated and if there are service recoveries, Hotel X has a system called HOTSOS to record what type of the problems are, what is the investigation, what is the root cause, what is the solution, and what is the service recovery given. Service recovery given has a value that can be inputted in the system, which is the cost of the service recovery itself.

The value will be recorded from the HOTSOS system and is available to be downloaded from daily, weekly, monthly, and even yearly. Service recovery doesn't have a budget as the value will be charged to the department expense. As long as there are justifications of the expense or service recovery, the value will be accepted.

Some of the challenges that the front office department faced regarding service recovery are when there are guests who complain because of wanting something from the hotel. The guest will find a problem that is possible to raise to the management for free complimentary or free compensation. Because every guest has their own opinions, identifying if a case is major or minor is a struggle for Hotel X. It is important to understand how upset the guests are and what the conditions are as sometimes major cases have guests that are more understanding where the guest understands that things can happen and the guest do not want any compensation, but other times small cases that have sensitive customers may make service recovery harder for Hotel X. Even if it is minor, it is still the hotel's fault, from that, the level of membership or importance of the guests doesn't matter since the behaviour and opinions of every person is different. Other than that, every hotel has different policies as some hotels think that if the problem doesn't relate, the hotel would not give any compensation, or the hotel will only give compensation the same as the limitations that are given. This matter involves property discretion as other

hotels might have stricter policies while X hotel has more freedom to give service recovery as they have more freedom that is previously arranged in the empowerment manual.

Housekeeping

The service recovery process of the housekeeping department starts by first finding the root cause; by finding the root cause, it would be easier to bargain on what the guests want. The solution from Housekeeping usually doesn't include giving guests something tangible as what they focus on is the guest's satisfaction in the cleanliness of the hotel. Although sometimes they give something tangible such as cookies or plushies for the children of the guests. Housekeeping is helped by the front office regarding service recovery, because the department who usually gives something tangible to the guests is the front office. Although some cases can be handled without giving something tangible, and that is when housekeeping handles the situation themselves. The service recovery data is then recorded in a HOTSOS system, it includes where to put attention regarding service recovery. The purpose of this system is to inform others and refresh the workers' knowledge in each case. After giving service recovery, it is important to follow up by interacting with the guests. The interviewee said that guests are happy when hotel workers communicate with them as it makes them feel cared for. That is why it is very important to have more attention to details.

To ensure the effectiveness of the implementation of service recovery, the workers start by promising that the mistake won't happen again and receiving feedback from doing a follow up by keeping constant communication with the guests. Having training refreshment everyday to ensure guest satisfaction can help in learning how to anticipate problems. One of the methods is to have training of quality, which is how to check or inspect the room. This process is usually helped by using a system called a "twelve inspections" report where the workers have to make sure that every checklist is fulfilled. Some of the contents of the checklist are linen, floor condition, odor condition, bathroom condition, and others. The housekeeping department can measure guest satisfaction by using a platform for collecting guest satisfaction feedback. In the platform, there are a few questions regarding the cleanliness of the hotel, if a guest is unsatisfied and gives a no to the questionnaire, the hotel has to earn it back by earning 40 other responses with the answer yes. From the same platform, the hotel can analyze which rooms have specifications, such as perfect for someone who prefers a quiet room and others. That is why communication never stops in service recovery and communication is a way to help with solving service failures, this could be done through whatsapp or email. It is important to note that when the hotel occupancy is low, the workers are more vulnerable to mistakes as they think that they have more time, that is

why keeping full attention to detail is important

It all comes back to the hotel's value of what is the purpose of the hotel. What can be done is to have a daily briefing to ensure fairness between workers. Guests' comments are valuable for the hotel as good scores will be a great opportunity of receiving scores and bad scores will also be good for improvement of the hotel. Sometimes what is done to check if the workers are doing their job accordingly is to have a sudden inspection every few days. As housekeeping, the workers invest in cleanliness. The hotel's purpose of making this environment is not just because of revenue, but also for guest satisfaction. The service recovery method between all hotels is similar regarding the process where the most important is to ensure guest satisfaction. In this hotel, having an empowerment manual gives a difference where it helps the workers know the boundaries of their actions regarding service recovery. The manual helps the workers by creating a written process, one of the examples are creating job assignments regarding service recovery according to the manual.

Empowerment Manual

The Empowerment Manual is considered as the Standard Operating Procedures (SOP) of X Hotel for all the service recovery that is happening within the premises of the hotel, which includes the limitation of all the staff and manager who will make the decision for service recovery. The objective of this manual is to inaugurate a structured framework that can encourage employee autonomy, accountability, and growth by describing clear responsibilities, decision making authority, and opportunities for skill development such as, problem solving, increasing productivity, job satisfaction, and organizational effectiveness.

Guidance Code:

- "D" (Decision Making): Employee can make the decision at customer contact point without having to ask for permission from any other employee.
- "PA" (Prior Formal Approval): A prior formal approval by the respective employee is required in decision making before the implementation.
- "FA" (Formal Approval): after the decision has already been taken, the employee who makes the decision must sign a form or document to verify the correctness.
- "INFO" (Information): The person must be informed about after the decision has been taken. (via Email, Memo, Report, etc.)

The limitations for each position

Upgrades or Room Changes (with justification and availability)

A. **Room**
   - **For Non-Suite Upgrade (for example: Deluxe)**, The Employee who can make a

decision without having to consult to any other employee ("D") is Host, Team Leader, Assistant Manager, and Duty Manager. After making the decision, a Formal Approval ("FA" for daily upgrade report) has to be signed by the Front Office Manager or Assistant Front Office Manager.

B. Suites

- **Suite and Suite with View**, The Employee who can make a decision without having to consult to any other employee ("D") is Duty Manager, Assistant Manager, Front Office Manager, and Assistant Front Office Manager. After making the decision, the information has to be sent ("INFO") and a Formal Approval has to be signed ("FA" for daily upgrade report) by the Director of Room.

- **Suite Deluxe and Suite Deluxe View**, The Employee who can make a decision without having to consult to any other employee ("D") is Duty Manager, Assistant Manager, Front Office Manager, and Assistant Front Office Manager. But after making the decision, the information has to be sent ("INFO") and a Formal Approval has to be signed ("FA" for daily upgrade report) by the Director of Room.

- **Diplomat, Chairman, and Presidential Suite**, The

Employee who can make a decision without having to consult to any other employee ("D") is Director of Room. But after making the decision, the information has to be sent ("INFO") to the Executive Assistant Manager and General Manager.

Disputed Rated or Courtesy Discount

- **20% Room Discount**, The Employee who can make a decision without having to consult to any other employee ("D") is Assistant Manager and Duty Manager. But after making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager.

- **Over 20% and Below 50% Room Discount**, The Employee who can make a decision without having to consult to any other employee ("D") is Front Office Manager, and Assistant Front Office Manager. But after making the decision, the information ("INFO") has to be sent to the Executive Assistant Manager and a Formal Approval ("FA") has to be signed by the Director of Room.

- **Over 50 % Up to 100% Room Discount**, The Employee who can make a decision without having to consult to any other

employee ("D") is The Director of Room. But after making the decision, the information ("INFO") has to be sent to the General Manager and a Formal Approval ("FA") has to be signed by the Executive Assistant Manager.

Complimentary Room (Business Related or With Justification)

- **One Room Nights**, The Employee who can make a decision without having to consult any other employee ("D") is Front Office Manager and Assistant Front Office Manager. But after making the decision, a Formal Approval ("FA") has to be signed by the Director of Room, the Executive Assistant Manager, and General Manager.

- **Two to Five Room Nights**, The Employee who can make a decision without having to consult to any other employee ("D") is the Executive Assistant Manager and General Manager.

- **Over Five Room Nights**, The Employee who can make a decision without having to consult any other employee ("D") is the Executive Assistant Manager and General Manager.

- **Pledge Certificate or Complimentary**, The Employee who can make a decision without having to consult to any other employee ("D") is the Director of Room. A Formal Approval ("FA") has to be signed by the

Executive Assistant Manager, and General Manager.

Complimentary Late Checkout

- **To 14.00 Under 75 % Occupancy**, The Employee who can make a decision without having to consult to any other employee ("D") is Host and Team Leader. But after making the decision, the information ("INFO") has to be sent to the Assistant Manager and Duty Manager.

- **To 16.00 Under 60% Occupancy**, The Employee who can make a decision without having to consult to any other employee ("D") is Host and Team Leader. After making the decision, the information ("INFO") has to be sent to the Assistant Manager and Duty Manager.

- **To 14.00 Over 75 % Occupancy**, The Employee who can make a decision without having to consult to any other employee ("D") is Assistant Manager and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Front Office Manager and Assistant Front Office Manager.

- **To 18.00 Over 75% Occupancy**, The Employee who can make a decision without having to consult to any other employee ("D") is Front Office Manager and Assistant Front

Office Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room.

- **Over 18.00**, The Employee who can make a decision without having to consult any other employee ("D") is Front Office Manager and Assistant Front Office Manager. After making the decision a Formal Approval ("FA") has to be signed by the Director of Room.

Transportation

- **50 % Rebate or Discount One or Two Ways**, The Employee who can make a decision without having to consult to any other employee ("D") is Duty Manager, Assistant Manager, Front Office Manager, and Assistant Front Office Manager. But making the decision, the information ("INFO") has to be sent to the Director of Room.

- **More Than 50% Rebate or Waive of Charges One or Two Ways**, The Employee who can make a decision without having to consult to any other employee ("D") is Duty Manager, Assistant Manager, Front Office Manager, and Assistant Front Office Manager. But making the decision, the information ("INFO") has to be sent to the Director of Room.

- **Waive Parking Charge**, The Employee who can make a decision without having to

consult to any other employee ("D") is Host, Team Leader, Assistant Manager, Duty Manager. But after making the decision, the information ("INFO") has to be sent to the Front Office Manager and Assistant Front Office Manager.

Laundry or Dry Cleaning

- **50% Rebate / Discount up to IDR 250,000**, The Employee who can make a decision without having to consult to any other employee ("D") is Host and Team Leader. But after making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Laundry Manager and the Front Office Manager or Assistant Front Office Manager.

- **50% Rebate / Discount up to IDR 500,000**, The Employee who can make a decision without having to consult to any other employee ("D") is Duty Manager and Assistant Manager, But after making the decision, the information ("INFO") has to be sent to the Director Of Room and a Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager.

- **Complimentary**, The Employee who can make a decision without having to consult to any other employee ("D") is Host, Team Leader, Assistant Manager, and

Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Laundry Manager, and Front Office Manager or Assistant Front Office Manager.

- **Compensation 10 Times of Laundry Charge**, The Employee who can make a decision without having to consult to any other employee ("D") is Duty Manager and Assistant Manager, But after making the decision, the information ("INFO") has to be sent to the Executive Assistant Manager and a Formal Approval ("FA") has to be signed by the Laundry Manager, Front Office Manager or Assistant Front Office Manager and Director Of Room.

- **Compensation Over 10 Times of Laundry Charge**, The Employee who can make a decision without having to consult to any other employee ("D") is Front Office Manager or Assistant Front Office Manager and Director of Room. A Formal Approval ("FA") has to be signed by the Executive Assistant Manager.

- **Complimentary Pressing Service**, The Employee who can make a decision without having to consult to any other employee ("D") is Host, Team Leader, Assistant Manager, and Duty Manager. After making the

decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Laundry Manager, and Front Office Manager or Assistant Front Office Manager.

Food and Beverage

- **Food and Beverage in Room Amenities**, The Employee who can make a decision without having to consult to any other employee ("D") is Host, Team Leader, Assistant Manager, and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA" for amenities report) has to be signed by the Front Office Manager or Assistant Front Office Manager.

- **Complimentary Flowers up to IDR 250,000**, The Employee who can make a decision without having to consult to any other employee ("D") is Host, Team Leader, Assistant Manager, and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA" for amenities report) has to be signed by the Front Office Manager or Assistant Front Office Manager.

- **Afternoon Tea Up to 2 Persons**, The Employee who can make a decision without having to consult to any other

employee ("D") is Host, Team Leader, Assistant Manager, and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager.

- **Afternoon Tea Up to 4 Persons**, The Employee who can make a decision without having to consult to any other employee ("D") is Front Office Manager and Assistant Front Office Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room.

- **Lunch/Brunch/Dinner up to 2 persons**, The Employee who can make a decision without having to consult to any other employee ("D") is Host, Team Leader, Assistant Manager, and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager.

- **Lunch/Brunch/Dinner up to 2 persons**, The Employee who can make a decision without having to consult to any other employee ("D") is Front Office Manager and Assistant Front Office Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room.

Telephone or Fax

- **Charged At Cost (Local and Domestic)**, The Employee who can make a decision without having to consult to any other employee ("D") is Host, Team Leader, Assistant Manager, and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager.

- **Complimentary or Waive of Disputed Charges (8.1)**, The Employee who can make a decision without having to consult to any other employee ("D") is Team Leader, Assistant Manager, and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager.

- **Charged at Cost International Direct Dial Calls**, The Employee who can make a decision without having to consult to any other employee ("D") is Team Leader, Assistant Manager, and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager.

- **Complimentary or Waive of Disputed Charges (8.3)**, The Employee who can make a decision without having to consult to any other employee ("D") is Assistant Manager, and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager.

- **Complimentary**, The Employee who can make a decision without having to consult to any other employee ("D") is Assistant Manager, and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager.

Minibar

- **Complimentary or waive of charges under IDR 250.000**, The Employee who can make a decision without having to consult to any other employee ("D") is Team Leader. After making the decision, the information ("INFO") has to be sent to the Director of Room and Executive Assistant Manager. A Formal Approval ("FA") has to be signed by the Assistant Manager or Duty Manager and Executive

Assistant Manager of Food and Beverage.

- **Complimentary or waive of charges Over IDR 250.000**, The Employee who can make a decision without having to consult to any other employee ("D") is Assistant Manager or Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and Executive Assistant Manager. A Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager and Executive Assistant Manager of Food and Beverage.

Business Center

- **20 % Rebate or Discount up to IDR 150.000**, The Employee who can make a decision without having to consult to any other employee ("D") is Host and Team Leader. After making the decision, the information ("INFO") has to be sent to the Front Office Manager, Assistant Front Office Manager and the Director of Room and a Formal Approval ("FA") has to be signed by Assistant Manager, and Duty Manager.

- **Complimentary or Waive of Disputed Charges Above IDR 150.000**, The Employee who can make a decision without having to consult to any other employee ("D") is Team Leader, Assistant Manager, and Duty Manager.

After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Front Office Manager or Assistant Front Office Manager.

The Spa

- **20 % Discount**, The Employee who can make a decision without having to consult to any other employee ("D") is Host and Team Leader. After making the decision, a Formal Approval ("FA") has to be signed by the Assistant Manager, and Duty Manager.

- **Complimentary**, The Employee who can make a decision without having to consult to any other employee ("D") is Team Leader, Assistant Manager, and Duty Manager. After making the decision, the information ("INFO") has to be sent to the Director of Room and a Formal Approval ("FA") has to be signed by the Spa Manager and Front Office Manager or Assistant Front Office Manager.

Early Check In

- **Complimentary Waive of Early Check in Fee After 8AM Under 50%**, The Employee who can make a decision without having to consult to any other employee ("D") is Team Leader. But after making the decision, the information ("INFO") has to be

sent to the Assistant Manager and Duty Manager, Front Office Manager or Assistant Front Office Manager, and the Director of Room.

- **Complimentary Waive of Early Check in Fee After 8AM Above 50%**, The Employee who can make a decision without having to consult to any other employee ("D") is Host and Team Leader. But after making the decision, the information ("INFO") has to be sent to the Assistant Manager or Duty Manager and Front Office Manager or Assistant Front Office Manager.

- **Complimentary Waive of Early Check in Fee After 10AM Above 70%**, The Employee who can make a decision without having to consult to any other employee ("D") is Host, Team Leader, and the Assistant Manager and Duty Manager. But after making the decision, the information ("INFO") has to be sent to the Front Office Manager or Assistant Front Office Manager, and the Director of Room.

- **Complimentary Waive of Early Check in Fee After 10AM Above 90%**, The Employee who can make a decision without having to consult to any other employee ("D") is Host, Team Leader, the Assistant Manager and Duty Manager and the Front Office Manager or Assistant Front Office Manager. But after

making the decision, the information ("INFO") has to be sent to the Director of Room.

If one of the positions is not available for approval, the approval process will be escalated to the next higher position (with the exception of the General Manager).

Discussion of Key Findings

Based on the interviews done with the front-line workers of X Hotel, which is the manager of the Food and Beverage department, the manager of the Front Office department, and the manager of the housekeeping department, there are a few common points regarding service recovery that need to be highlighted. The first point is the importance of recording every service recovery case in a HOTSOS system to clearly understand what has been done to solve the service failure and to help refresh the worker's knowledge in preventing the same mistakes from happening again in the future. Aside from that, as service recovery in some cases needs compensation, this HOTSOS system also provides the value of the service recovery given in each case and a report can be downloaded from the system, so when the department is asked for the reason of the outcomes, there are clear storylines that can be a support for their actions. The second point is the importance of having a platform to receive guest feedback. From Platform X, X Hotel can evaluate what needs to be improved, what the

guests' expectations are, and how much the guest satisfaction levels are. Platform X helps X Hotel find who needs service recovery and the reason why the guests are upset. Lastly, the third point, which is the most important finding in the service recovery method of X Hotel, is X Hotel having more freedom to give service recovery as they have an empowerment manual to solve each case efficiently. The manual clearly states the requirements and boundaries of each level. The purpose of the manual is to make sure that the team can make decisions as fast as possible without needing to escalate to a higher level.

Data Analysis

The three points from the previous subpart will be used to make a structured framework of how service recovery is carried out in X Hotel. The results will then be evaluated and constructed with the guideline of another framework that has been structured from previous research. In this case, the framework that will be used is from research that focuses on integrated service recovery for service failures, who has structured a framework as in **Figure 1**,
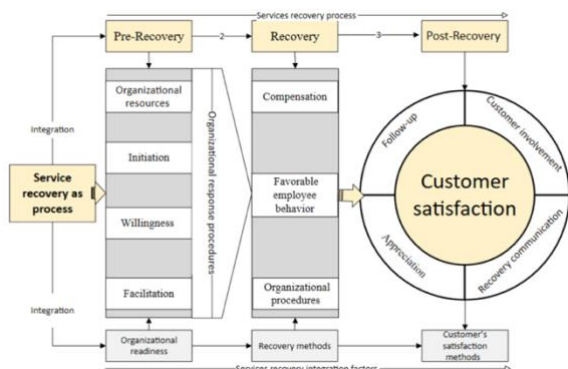
Figure 1. Service recovery processes (SRPs)

The process of service recovery from **Figure 1** will be the guideline used to construct the framework of service recovery process in X Hotel, which is shown in **Figure 2**,
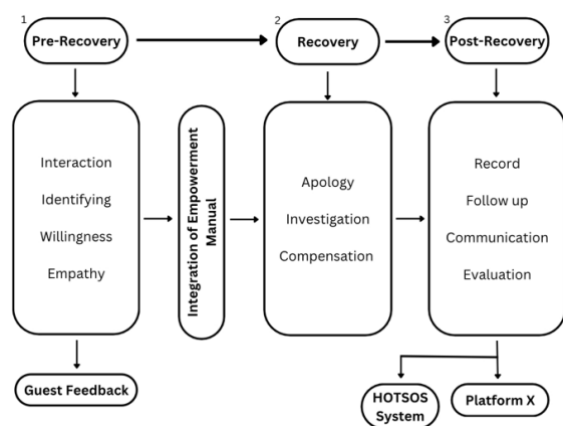

Figure 2. Service Recovery Process in X Hotel

Figure 2 shows that the service recovery process of X Hotel has three major parts, which is pre-recovery, recovery, and post-recovery. The framework starts with pre-recovery where interaction between workers and guests are done and where guest feedback is received. This is where there has to be willingness of the workers to identify the issues and where

empathy is employed for the purpose of understanding what the guests' concerns are. Before continuing to the recovery step, the integration of the empowerment manual is used as a guideline to measure the limitations of what compensations are given by each level. The recovery step starts by first giving an apology to the guests. An investigation then starts to further understand the concern and reach a conclusion on what needs to be done as compensation to the guests. Lastly, the post-recovery step is where each case is recorded in detail into the HOTSOS system and a follow up is done by communicating back with the guest using platforms, such as Whatsapp, E-mail, or using Platform X to evaluate if the service recovery implemented in each case is successful.

As a contrast from **Figure 1**, **Figure 2** has been added the integration of the Empowerment Manual particular to X Hotel. This guideline, along with the support of advanced systems implemented in X Hotel, effects the process of recovery and post-recovery in a way where clear boundaries are set to further increase the effectiveness and speed of the recovery given.

The Advantages and Disadvantages

The Service Recovery Framework from Hotel X can help the staff to make a prompt decision making as the empowerment manual lets the staff know their responsibilities and limitations in each case. However, it can

also be challenging for the staff to follow the manual as it depends on each case and the guest's mood.

The Advantages of The Service Recovery Framework of Hotel X

- A Clear Standard Operating Procedure
  The empowerment manual acts as a guideline for service recovery, ensuring that all employees follow the same procedures and standards. This consistency helps maintain quality and fairness in handling guest complaints, creating trust in the hotel's processes.
- Clear Responsibilities and Authority
  It defines the limitations of staff and managers, reducing ambiguity and ensuring that actions taken during service recovery are within acceptable boundaries. Clear guidelines and empowered employees can help to smoother operations and stronger organizational performance.
- Confidence of The Employee
  By granting employees the authority to make decisions, the manual can help the staff be more independent and confident. It lets the employee be more confident in handling complaints as they know what they can do and what they can not do. This reduces response time, which is critical in guest recovery

situations, as swift action often leads to higher satisfaction.

- Improves Problem-Solving Skills
  Employees are guided to address guest concerns efficiently; this experience builds their ability to identify and implement solutions effectively. Enhancing their ability to handle similar situations in the future.
- Boosts Productivity and Job Satisfaction
  Employees feel trusted and valued when given decision-making power. Empowering employees to resolve issues directly can improve efficiency and create a sense of accomplishment. By resolving issues quickly, staff can free up time to focus on other responsibilities.
- Enhanced Guest Experience
  Guests appreciate a quick and empathetic resolution to their concerns. The hotel shows it values customer feedback and prioritizes their satisfaction, potentially turning a negative experience into a positive one.

The Disadvantage of The Service Recovery Framework of Hotel X

- Limited Information for Complex Cases
  While the manual sets boundaries for decision-making, it may not account for all unique scenarios. For example, a guest with an unusual or high-value complaint might require a

solution outside the manual's scope, leading to escalations and delays.

- Over-reliance on The Manual
The manuals are a guidance that might discourage creativity and personalized service. Employees may hesitate to think outside the box or use their judgment, fearing repercussions for deviating from the manual.

- Potential for Misuse
Without proper understanding or oversight, employees might misuse their empowerment. For example, they might offer excessive compensation to avoid minor conflicts.

CONCLUSION

This study highlights the importance of service recovery strategies in the hospitality industry, particularly for ensuring guest satisfaction and maintaining a hotel's reputation. Service failures are inevitable in any hospitality setting, but how these failures are addressed determines the long-term trust and loyalty of guests. The research conducted at X Hotel in Jakarta revealed a comprehensive and structured approach to service recovery that includes key processes, tools, and frameworks to resolve guest complaints effectively and efficiently. X Hotel utilises an Empowerment Manual to guide employees in making quick decisions regarding service recovery. The manual outlines decision-making limits and responsibilities across different levels of staff, being able to make an action without delays. This approach ensures that frontline workers are empowered to address guest concerns effectively. Such practices are critical in ensuring smooth recovery processes, responsiveness and building a better experience for the guest.

The use of advanced data collection, such as the HOTSOS system and guest feedback platforms, plays a vital role in X Hotel's service recovery framework. These systems allow the hotel to track, analyze, and learn from service failures, ensuring that similar issues are avoided in the future. They also provide valuable insights into guest expectations and satisfaction levels, which help the hotel improve its services and enhance the overall guest experience. It is also important for personal communication and follow-up with guests, a practice that demonstrates care and dedication to resolving issues. The challenges faced during service recovery, such as differentiating between major and minor complaints or handling sensitive guests, highlight the complexity of the process. However, X Hotel's emphasis on training, attention to detail, and consistent communication helps mitigate these challenges and ensures a smooth recovery process. By addressing service failures proactively, the hotel not only mitigates negative guest experiences but also uses these opportunities to build loyalty and trust, contributing to its reputation as a luxury hospitality..

IMPLICATION

Based on the findings of this research, it is recommended that hotels implement a structured service recovery framework as it can be a guideline on what to do during situations where service may fail. To enhance the effectiveness of service recovery, it is essential to further research the method and implementation of service recovery in multiple different hotels as it would broaden perspectives and discover innovative ways to increase guest satisfaction. The results indicate that having attention to detail, regular training, and consistent communication is important to ensure a smooth recovery process. Additionally, investing in systems, such as HOTSOS system to record service recovery cases and collect data regarding the recovery process and Platform X as a way to gain guest feedback regarding the entirety of the hotel can greatly improve the efficiency of identifying and addressing recurring cases.

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