

GREEN HOUSEKEEPING IMPLEMENTATION CHALLENGES AND SUSTAINABILITY STRATEGIES IN SURABAYA HOTELS QUALITATIVELY EXPLORED

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Abstract:
 The hospitality industry is increasingly required to implement sustainable operational practices to reduce environmental impacts. This study aims to explore the implementation of green housekeeping in a hotel in Surabaya by identifying the practices applied, the challenges encountered, and the strategies adopted to sustain successful implementation. This study employed a descriptive qualitative approach using in-depth interviews, observations, and documentation involving the Executive Housekeeper, Housekeeping Supervisor, and Room Attendant. Data were analyzed through data reduction, data display, and conclusion drawing, while data credibility was ensured through source and method triangulation. The findings reveal that green housekeeping has been integrated into daily hotel operations through linen reuse programs, efficient water and energy consumption, waste segregation, environmentally friendly cleaning materials, and guest environmental awareness initiatives. Nevertheless, its implementation continues to face challenges, including diverse guest preferences, high operational workloads, varying levels of employees' environmental awareness, and limitations in facilities and technology investment. To address these challenges, the hotel implements continuous employee training, resource monitoring and evaluation, guest education, cross-departmental coordination, and gradual technological modernization. The study demonstrates that successful green housekeeping implementation depends on the synergy among management commitment, human resources, operational processes, technological support, and stakeholder participation. These findings contribute to the existing body of knowledge on operational-level green housekeeping implementation and provide practical guidance for hotel managers in developing more effective sustainability strategies.

Keywords: green housekeeping, hotel, sustainability, stakeholders, environmentally friendly practices

INTRODUCTION

The hospitality industry is one of the sectors that contribute significantly to natural resource consumption and waste generation (Maharani, 2024). This is primarily due to day-to-day operational activities, such as water use (Fadjarwati & Nurzakiah, 2021), energy (Dewi et al., 2024), and cleaning chemicals (Walansendow et al., 2025). In this context, the concept of the "green hotel" has emerged in response to growing global awareness of the importance of environmental sustainability. One of the key aspects of implementing the green hotel concept is green housekeeping, managing room cleaning operations in accordance with environmentally friendly principles without compromising the quality of service to guests (Saleh & Parantika, 2025). These

practices include efficient resource use, waste reduction, and the use of materials that are safer for the environment and human health (Abdou et al., 2020).

The housekeeping department, as the unit directly responsible for the cleanliness and comfort of guest rooms, plays a strategic role in supporting the successful implementation of sustainability principles at the hotel (Paulus et al., 2026). This role affects not only service quality but also the hotel's image and overall guest satisfaction. Several studies have shown that consistent housekeeping service quality can increase guest satisfaction, improve online reviews, and directly impact room occupancy rates (Margaretha N. Warokka, 2021). Therefore, incorporating environmentally friendly principles into housekeeping activities is not only an ethical imperative but also a relevant and sustainable business strategy.

As travelers become increasingly aware of environmental issues, eco-friendly practices at hotels are also influencing customer behavior and preferences. Empirical studies show that implementing green hotel practices can encourage customers to voluntarily support sustainability, such as by conserving energy and reducing linen use (Chan et al., 2022). This shows that green housekeeping practices not only affect internal operations but also foster positive interactions between the hotel and its guests, supporting shared sustainability goals (Khalil et al., 2024). One of the most common approaches in green housekeeping is implementing the 3R concept (Reduce, Reuse, Recycle) (Choy et al., 2021). The implementation of this concept has proven effective in reducing operational waste, improving resource efficiency, and strengthening the hotel's image as an environmentally responsible entity. Examples of such practices include refillable dispensers for amenities, linen reuse programs, and waste-sorting and recycling systems. However, implementing this concept does not always go smoothly in practice and often faces various challenges.

Various studies show that the main challenges in implementing green housekeeping include limited human resources, low employee awareness, and a heavy operational workload (Tanveer et al., 2024). This situation leads to inconsistencies in the implementation of established standard operating procedures. In addition, other factors such as limited support infrastructure and high initial investment costs pose obstacles to the comprehensive adoption of environmentally friendly practices (Getahun et al., 2024). Thus, although the concept of green housekeeping offers clear benefits, its operational implementation still faces complex challenges. On the other hand, green hotel practices have generally been shown to make a tangible contribution to achieving the Sustainable Development Goals (SDGs), particularly in energy efficiency, water management, and waste reduction (Ahmed et al., 2021). This indicates that the successful implementation of environmentally friendly practices in the hospitality sector not only affects the organization but also has broader implications for the global environment. Therefore, it is important to understand how these practices are actually implemented on the ground, particularly at the operational level, such as in housekeeping.

The city of Surabaya, as one of Indonesia's business and tourism hubs, has seen rapid growth in its hospitality industry. Increasingly fierce competition is driving hotels to excel not only in service quality but also in sustainability. However, research specifically examining the implementation of green housekeeping in a local context, particularly using a qualitative approach that explores the experiences and perspectives of operational staff, remains limited. Most previous studies have focused more on conceptual or quantitative aspects, thus failing to provide an in-depth picture of implementation dynamics on the ground. Based on this background, this study aims to explore in depth the practices of green housekeeping in hotels in Surabaya, focusing on identifying the challenges faced and the strategies used to overcome them. By employing a qualitative approach,



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this study is expected to provide a more comprehensive understanding of the realities of operational implementation. Furthermore, the findings of this study are expected to contribute, both theoretically and practically, to the development of more effective and sustainable green housekeeping practices in the Indonesian hospitality industry.

METHODS

This study employs a descriptive qualitative approach to gain an in-depth understanding of the implementation of green housekeeping practices at a hotel in Surabaya. The qualitative approach was chosen because it can provide a comprehensive understanding of social phenomena through the experiences, perceptions, and interpretations of those directly involved in operational activities (Tarjo et al., 2021). Descriptive research aims to describe empirical conditions as they occur in the field without manipulating the variables under study (Lutfillah et al., 2021). The research focuses on three main aspects: the green housekeeping practices implemented, the challenges encountered in their implementation, and the strategies hotels employ to overcome these challenges. The selection of a hotel in Surabaya as the research subject was based on the consideration that the hospitality industry in this city is growing rapidly and has begun to adopt various sustainability practices as part of its operational strategy and business competitiveness. Thus, this study is expected to provide a contextual overview of the implementation of green housekeeping at the operational level, a topic that has been discussed only to a limited extent in previous research.

Data collection was conducted through in-depth interviews, observation, and documentation as a form of methodological triangulation to enhance the credibility of the research findings (Yustin Nur Faizah et al., 2022). The interviews were conducted using a semi-structured approach, with informants selected through purposive sampling, specifically individuals with knowledge of and direct involvement in implementing green housekeeping at the hotel. The research informants consisted of the Executive Housekeeper or Housekeeping Manager, the Housekeeping Supervisor, and Room Attendants involved in day-to-day operations. The interview guidelines were developed based on the research focus, which covered green housekeeping practices, obstacles encountered during implementation, and efforts and strategies undertaken to improve the program's effectiveness. In addition to interviews, observations were conducted to directly monitor housekeeping activities related to the use of eco-friendly cleaning products, linen management, waste reduction, water and energy efficiency, and the application of the principles of reduce, reuse, and recycle in operational activities. Meanwhile, documentation was used to supplement the research data through a review of company documents, including standard operating procedures (SOPs), hotel environmental policies, sustainability activity reports, photos of operational activities, and other supporting documents relevant to the study.

Table 1. List of informants

No	Name	Position
1	Agus Saiful	Executive Housekeeper
2	Siti Wulandari	Room Attendant
3	Kurniawan	Engineering Manager

Source: Data processed by the researcher (2026)



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Data analysis was conducted on an ongoing basis from data collection through study completion, following a qualitative data analysis model that included data reduction, data presentation, and conclusion drawing (Faizah & Ajizah, 2025). The data reduction stage involved selecting, grouping, and simplifying information from interviews, observations, and documentation to align with the research focus. Subsequently, the reduced data were presented as descriptive narratives to facilitate the researcher’s identification of patterns, relationships, and themes emerging from the research findings. The final stage involves drawing conclusions, achieved gradually by comparing various sources of information to gain a comprehensive understanding of green housekeeping practices in the hotels under study. To facilitate the analysis process, the researcher grouped the data into several main categories: the implementation of environmentally friendly practices, operational constraints, human resource constraints, and improvement and development strategies implemented by the hotels.

The validity of the data in this study was ensured through data triangulation, a key strategy in qualitative research for enhancing the validity and reliability of the findings (Faizah & Ajizah, 2025). Triangulation was conducted by comparing data obtained from various informant sources, field observations, and available supporting documents. In addition, the researcher also performed methodological triangulation by combining interviews, observations, and documentation so that the information obtained could complement and confirm one another. If discrepancies in information were found between data sources, the researcher sought further clarification from the relevant informants until a consistent understanding was reached. Through this process, the research findings are expected to accurately describe the implementation of green housekeeping in the hotels studied, including the challenges encountered and the strategies employed to support the successful adoption of sustainable practices in the hospitality sector.

RESULT AND DISCUSSION

Hotel Experiences in Implementing Green Housekeeping Practices

The interview results show that the implementation of green housekeeping has become part of the hotel’s operational system and is no longer viewed as an additional program but has been integrated into daily work procedures. The Executive Housekeeper explained that green housekeeping is understood as an operational approach aimed at minimizing negative environmental impacts through efficient use of energy and water, waste reduction, and the use of more environmentally friendly cleaning products. The program was first implemented in the early 2000s through a linen reuse initiative and has since evolved into other sustainability practices.

This statement indicates that implementing green housekeeping has become part of the hotel’s operational policy. As stated by the Executive Housekeeper:

“Green Housekeeping is an operational approach to housekeeping that prioritizes environmental sustainability by minimizing negative impacts on the surrounding environment, focusing on energy and water efficiency, waste reduction, and the use of eco-friendly cleaning products” (Agus Saiful, Executive Housekeeper)

Various practices implemented by the hotel include reusing linens and towels, conserving water by placing “save water” stickers, using recyclable amenities, sorting waste, and using chemicals in accordance with operational standards. In addition, the hotel provides flyers in guest rooms to encourage guests to participate in resource conservation programs voluntarily.



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Interviews with room attendants revealed that these practices have become part of their daily work routine. The informants explained that all activities are carried out in accordance with the hotel's standard operating procedures (SOPs), such as using chemicals at the correct dosage, conserving water and electricity, and sorting waste by type.

"I use cleaning products according to the recommended dosage, turn off lights and the air conditioner when they aren't needed while cleaning the room, sort the trash, and support the program to reuse guest towels and linens", (Siti Wulandari, Room Attendant).

These findings indicate that the implementation of green housekeeping depends not only on management policies but also on individual compliance with established operational standards. In other words, the program's success is greatly influenced by employees' behavior in applying sustainability principles during operational processes.



Figure 1. flyer Green Housekeeping

Source: Documented Data (2026)

In addition to being reflected in employee behavior, the implementation of green housekeeping is also reinforced through communication with guests via educational materials, such as Green Housekeeping flyers placed in guest rooms. These flyers provide information on various ways guests can support sustainability initiatives, such as reusing towels, using bed linens wisely by having them changed every 3 days, conserving energy by turning off lights, air conditioning, and televisions when not in use, and conserving water. The dissemination of this information demonstrates that the hotel strives to raise environmental awareness not only among employees but



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also among guests, its service users. Thus, the implementation of green housekeeping is not only oriented toward changing internal organizational behavior but also encourages collaboration with guests to reduce resource consumption and operational waste. This approach demonstrates that the success of sustainability programs depends on the involvement of all stakeholders, making eco-friendly practices a shared responsibility between the hotel and its guests.

The findings of this study can be explained through Stakeholder Theory, which states that organizations must be able to meet the expectations of their stakeholders, not only shareholders, but also customers, employees, the community, and the environment (Khalfi & Bami, 2025). In the context of this study, the implementation of green housekeeping represents the hotel's response to stakeholders' growing demands for environmentally responsible business practices. Guest participation through the linen reuse program, employee compliance with environmentally friendly SOPs, and management support in providing energy-efficient facilities demonstrate cross-sector collaboration to achieve sustainability goals (Ahmed et al., 2021). Thus, green housekeeping practices not only benefit the environment but also enhance the hotel's reputation, operational efficiency, and guest satisfaction, as guests are the hotel's primary stakeholders.

The results of this study indicate that the successful implementation of green housekeeping is determined by three main factors: management commitment, compliance with SOPs, and technological support. These three factors complement one another in shaping a sustainability-oriented work culture, thereby improving resource efficiency without compromising the quality of service to guests. These findings support the research by Tateishi, (2018) which states that green housekeeping is an integral part of green hotel practices focused on resource efficiency and service quality improvement. In addition, the study by Fu et al., (2018) explains that applying the principles of reduce, reuse, and recycle (3R) is a key strategy for reducing the environmental impact of hotel operations. Thus, this study expands on previous findings by demonstrating that the successful implementation of green housekeeping is influenced not only by the adoption of environmentally friendly technologies but also by the institutionalization of sustainability policies and active collaboration among all stakeholders within the hotel environment.

Practitioners' Perspectives on Challenges in Green Housekeeping Implementation

The interview results indicate that although the implementation of green housekeeping has become part of hotel operations, its execution still faces various challenges. These challenges stem not only from internal operational aspects but also from guest characteristics, limitations in supporting facilities, the need for technological investment, and the process of changing the work culture toward more sustainable practices.

The Executive Housekeeper explained that the biggest challenge in implementing green housekeeping stems from the diverse characteristics of guests. According to her, most guests respond positively to eco-friendly programs, but some feel uncomfortable with certain policies, such as replacing bottled drinking water with refillable water dispensers in the hotel corridors. Some guests feel that this policy reduces their comfort and privacy, while others actually appreciate it because they can refill their drinking water as needed. In addition, some guests still refuse to participate in the linen reuse program, even though the hotel has provided educational materials, including flyers, in the rooms. As stated by the Executive Housekeeper:

“With hotel guests coming from a variety of segments, the green housekeeping program faces its own set of challenges, such as the use of water dispensers in the hallways to replace bottled



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water in the rooms. Some guests feel this infringes on their privacy, while others are happy to have unlimited refills.” (Agus Saiful, Executive Housekeeper)

The findings indicate that the success of implementing green housekeeping is influenced not only by the organization’s readiness but also by the level of guest acceptance of the hotel's service changes. Although the hotel has conducted outreach through flyers and in-room information, differences in guest perceptions and preferences remain a challenge in fostering active participation in sustainability programs.

Interviews with room attendants revealed relatively similar perceptions. Informants explained that some guests still do not understand the purpose of the green housekeeping program and, therefore, continue to request daily linen and amenity replacements. Additionally, during periods of high hotel occupancy, the increased workload causes staff to focus primarily on completing room cleaning within the target timeframe without compromising cleanliness standards. These conditions make certain eco-friendly practices more challenging. On the other hand, room attendants also noted that limitations in supporting facilities, such as separate trash bins and more energy-efficient equipment, still arise in daily operations. Room attendants stated that:

“Sometimes there are still guests who don’t fully understand the green housekeeping program, so the use of linens and amenities remains high.”, (Siti Wulandari, Room Attendant).

In addition, she also explained that:

“Yes, especially when hotel occupancy rates are high, the main focus is on completing room cleaning on time without compromising cleanliness.” (Siti Wulandari, Room Attendant).

Meanwhile, the Engineering Manager believes that the challenges in implementing green housekeeping stem primarily from technical and investment considerations. According to him, the building's relatively advanced age, the use of some equipment that is not yet fully energy-efficient, and budget constraints mean that facility modernization must be carried out gradually, based on the hotel’s priority needs. In addition, changing the work culture toward more environmentally friendly behavior also takes time because each employee’s level of awareness varies. Therefore, the hotel continues to conduct preventive maintenance, training, regular briefings, and evaluations of utility usage to ensure the program’s consistent implementation. The Engineering Manager stated:

“The main challenge is building consistency. Not all employees have the same level of environmental awareness, so ongoing outreach, training, and monitoring are needed to ensure that energy-saving habits become part of the daily work culture.” (Kurniawan, Engineering Manager).

To understand each informant’s perceptions of the challenges of implementing green housekeeping, the interview results are summarized in Table 2. The table shows that each informant has a different perspective based on their duties and responsibilities, but all identified interrelated challenges in implementing sustainability programs at the hotel.



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Table 2: Triangulation of Implementers’ Perceptions of Obstacles to the Implementation of Green Housekeeping

Challenges	Executive Housekeeper	Room Attendant	Engineering Manager
Guest behavior	Some guests have not yet been informed about policies such as the use of water dispensers and the reuse of linens.	Some guests still request daily replacements of linens and amenities because they do not yet understand the purpose of the program.	Energy-saving programs that involve guests require cross-departmental coordination.
Human Resources	There are no significant human resources challenges, as these matters are already addressed in the SOP.	Consistency in implementation is affected by workload, especially during periods of high occupancy.	Each employee’s level of environmental awareness varies, so ongoing training and supervision are necessary.
Facilities and Technology	It is not a major obstacle.	There are still limitations in terms of supporting facilities, such as recycling bins and energy-efficient equipment.	Some of the equipment and buildings are quite old, so modernization is being carried out in stages.
Investment	It is not a major obstacle to housekeeping operations.	-	The transition to energy-efficient technology requires a significant investment, so it must be tailored to the hotel’s budget.
Impact on implementation	Guests need to be educated so that the program is accepted.	Implementing green practices becomes more challenging as the workload increases.	Energy efficiency is not yet optimal if the facilities have not been fully modernized

Source: Data processed by the researcher (2026)

These findings can be explained by Stakeholder Theory, which states that an organization’s success in implementing sustainability practices is greatly influenced by the support and involvement of its stakeholders. In this study, guests are external stakeholders who play a crucial role in assessing the effectiveness of the green housekeeping program. When some guests do not yet understand the program’s objectives or are reluctant to participate in the linen reuse policy or in reducing amenities, resource efficiency becomes less than optimal (Khalfi & Bami, 2025). Therefore, effective communication with and education of guests are key factors in ensuring the successful implementation of the program.

The findings of this study are consistent with research by Bagh et al., (2024), which identifies the main barriers to implementing eco-friendly practices in hotels as low individual awareness, high operational workloads, and inconsistencies in the application of operational standards. Furthermore, Getahun et al., (2024) also emphasize that relatively high initial investment remains a challenge for hotels in fully adopting eco-friendly technologies. This study reinforces these findings by demonstrating that the barriers to implementing green housekeeping are not only financial and technical but also influenced by guest behavior, human resource readiness, and the process of fostering a sustainability-oriented organizational culture.



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To provide a more comprehensive picture of the relationships among the barriers to implementing green housekeeping, the researchers developed a conceptual model based on the results of a triangulation of interview data. The model illustrates the interrelationships between external and internal factors that influence the effectiveness of sustainability program implementation in hotels, as shown in Figure 2.

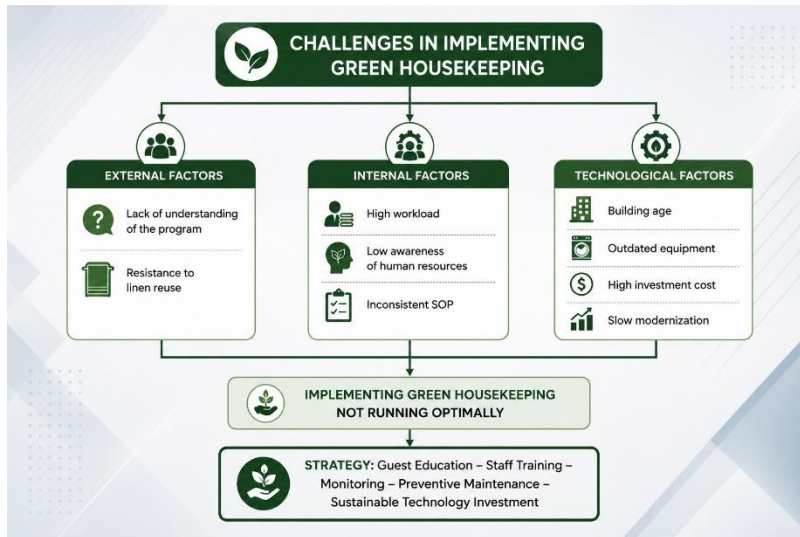


Figure 2. Model of Barriers to the Implementation of Green Housekeeping Barriers to Implementation

Source: Data processed by the researcher (2026)

Figure 2 shows that the challenges in implementing green housekeeping are not isolated but are interrelated. Guest-related factors, such as a lack of understanding of linen reuse programs and resource conservation, influence participation rates in sustainability practices. On the other hand, internal factors, including workload, adherence to standard operating procedures (SOPs), and employees' level of environmental awareness, also determine the success of program implementation. Furthermore, technological factors such as the building's age, limited energy-efficient facilities, and relatively high investment costs pose challenges to improving hotel operational efficiency. Therefore, implementing green housekeeping requires an integrated strategy that includes guest education, human resource capacity building, and gradual technological modernization to ensure that sustainability goals are optimally achieved.

Strategies for Sustaining Successful Green Housekeeping Implementation

The research findings indicate that hotels employ various strategies to ensure the successful implementation of green housekeeping as part of their efforts to achieve sustainable operations. These strategies not only focus on improving employee competencies but also include guest education, operational oversight, periodic evaluations, and the development of supporting facilities and technologies. These strategies are implemented in an integrated manner to ensure that green housekeeping is carried out consistently and sustainably.

The Executive Housekeeper explained that the hotel's main strategies include raising guest awareness through flyers placed in guest rooms, training employees on green housekeeping procedures, and monitoring the use of linens, energy, and amenities. Monitoring is conducted



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periodically through monthly evaluations that compare actual resource usage against the established budget. The results of these evaluations serve as the basis for management to assess operational efficiency and determine corrective measures in the event of waste. As stated by the Executive Housekeeper:

“Typically, during the monthly closing, each department reports whether its energy, linen, and amenities usage is above or below the established budget.” (Agus Saiful, Executive Housekeeper)

In addition, the Executive Housekeeper emphasized that the hotel regularly provides training for employees and raises guest awareness through informational materials as part of its efforts to increase participation in the green housekeeping program. This approach demonstrates that the success of the program’s implementation depends not only on internal compliance but also on guests’ involvement as users of the hotel’s services.

At the operational level, Room Attendants believe that regular training, pre-shift briefings, guidance from supervisors, and monitoring of SOP compliance are key to maintaining the implementation of green housekeeping. Informants also noted that the training provided helps employees better understand how to work efficiently without compromising the quality of service to guests. In addition, rewarding staff who consistently follow the program and increasing guest education are seen as ways to promote the long-term success of green housekeeping. Room Attendants stated that:

“The training was very helpful because it gave me a better understanding of how to work efficiently and in an environmentally friendly way” (Siti Wulandari, Room Attendant).

Furthermore, she also stated that:

“There is a need for regular training, consistent monitoring, recognition for staff who implement the program effectively, and more active outreach to guests regarding green housekeeping.” (Siti Wulandari, Room Attendant).

Meanwhile, the Engineering Manager explained that the hotel’s long-term strategy focuses on conducting regular preventive maintenance, modernizing equipment to improve energy efficiency, digitizing utility monitoring systems, and strengthening the hotel’s green culture through ongoing training. According to him, the success of implementing green housekeeping is determined not only by the availability of technology but also by management’s commitment, cross-departmental coordination, and the participation of all employees in carrying out sustainability programs.

“The most critical factor is management’s commitment, supported by collaboration across all departments. Green Housekeeping is not solely the responsibility of the Housekeeping or Engineering departments; it requires the involvement of all employees, adequate facilities, consistent monitoring, and a shared commitment to operating the hotel sustainably” (Kurniawan, Engineering Manager).



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Based on the perspectives of the three informants, it can be concluded that the strategy for sustaining the successful implementation of green housekeeping is built on a combination of human resource capacity building, continuous operational oversight, technology use, and guest engagement to support environmentally friendly practices. These strategies demonstrate that successful implementation is not determined by a single factor but is the result of synergy among the human (people), process, and technology aspects, which mutually support one another in achieving sustainable hotel operations.

The findings of this study can be explained through Stakeholder Theory, which emphasizes that an organization's success in achieving sustainability goals depends on its ability to build relationships and collaborate with all stakeholders (Ovais et al., 2024). In this study, strategies such as guest education, employee training, interdepartmental coordination, and management support demonstrate that implementing green housekeeping is a shared responsibility among internal and external stakeholders. Guests' active participation in the linen reuse program, employees' compliance with SOPs, and management's support for providing facilities are complementary factors in creating sustainability value for the hotel.

The results of this study are consistent with research by Elamer, (2024) , which finds that the success of green hotel practices is largely determined by an organization's commitment to integrating sustainability principles into its daily operations. Additionally, research by Baker et al., (2014) indicates that guest education can increase customer participation in supporting a hotel's sustainability practices. This study reinforces these findings by demonstrating that strategies for sustaining green housekeeping implementation rely not only on technological development but also on strengthening human resource capacity, conducting ongoing operational evaluations, and fostering collaboration among management, employees, and guests to build a sustainability-oriented hotel culture.

Based on the triangulation of interviews and the researcher's interpretation, the hotel's strategy for sustaining the successful implementation of green housekeeping involves an interconnected system comprising human resource development, operational oversight, technology utilization, and management support. The relationships among these strategies are presented in

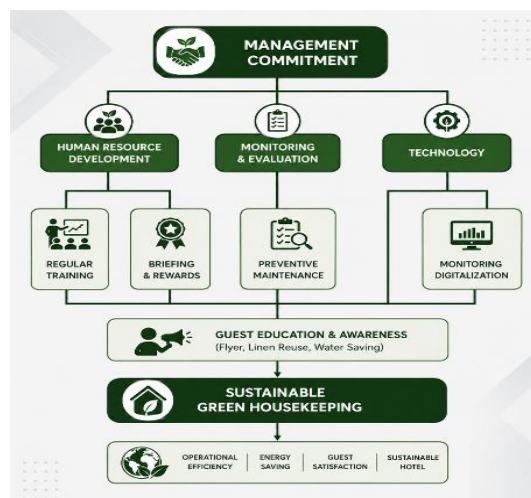


Figure 3. Strategic Model for Sustaining the Implementation of Green Housekeeping

Source: Data processed by the researcher (2026)



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Figure 3 shows that the strategy for sustaining green housekeeping implementation is an integrated system. Management commitment is the primary foundation for implementing policies, training, and resources that support the program’s sustainability. Strengthening employee capacity through training and briefings, overseeing operations through monitoring and evaluation, and modernizing technology through preventive maintenance and the digitization of utilities all work together to improve the hotel’s operational efficiency. On the other hand, educating guests through flyers and linen-reuse programs is a key strategy to increase customer participation in sustainability practices. Thus, the successful implementation of green housekeeping does not depend on a single strategy but rather on synergy among human, process, and technological aspects, as well as management commitment.

CONCLUSION

This study aims to explore the implementation of green housekeeping in hotels in Surabaya, focusing on the practices employed, the challenges faced, and the strategies used to ensure its success. The results show that green housekeeping has been integrated into hotel operations through various sustainability practices, such as linen reuse programs, energy and water conservation, the use of more environmentally friendly cleaning products, waste sorting, and educating guests on eco-friendly behaviors. These findings indicate that the implementation of green housekeeping is no longer viewed as an additional program but has become an integral part of the hotel’s operational culture.

Nevertheless, the program's implementation still faces several challenges. The main obstacles include the diversity of guests’ characteristics and acceptance levels of eco-friendly policies, increased workloads during periods of high hotel occupancy, varying levels of environmental awareness among employees, and limited energy-efficient facilities and technological investments. The research findings indicate that these factors are interrelated, meaning that implementation success is determined not only by the organization’s readiness but also by the involvement of all stakeholders.

Theoretically, this study reinforces the application of Stakeholder Theory by demonstrating that the implementation of green housekeeping is the result of collaboration between internal and external stakeholders in realizing sustainable operational practices. This study also enriches the literature on the implementation of green housekeeping through a qualitative approach that is capable of describing operational dynamics in greater depth compared to previous studies, which were dominated by quantitative approaches. From a practical perspective, the study’s findings provide insights for hotel managers in designing more effective sustainability implementation strategies through enhanced education, improved human resource capacity, and well-planned technological investments.

This study has limitations because it was conducted at a single hotel; therefore, its results cannot yet be generalized to the entire hospitality industry. Therefore, future research is recommended to involve more hotels with diverse characteristics – based on both hotel class and region – and to combine qualitative and quantitative approaches to gain a more comprehensive understanding of the factors influencing the successful implementation of green housekeeping in Indonesia.



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