

ABSTRACT

The hospitality industry increasingly relies on multinational workforces to maintain operational flexibility and overcome labor shortages. While workforce diversity offers significant benefits, it also creates challenges in communication, supervision, onboarding, and performance management. These challenges are evident in the Housekeeping department of nhow Amsterdam RAI, where employees from diverse cultural and linguistic backgrounds must consistently meet operational and service quality standards. Therefore, this study aims to identify how people management and performance consistency can be improved to enhance service quality, operational efficiency, and labor cost optimization.

This research employs a qualitative applied case study approach. Data were collected through semi-structured interviews with the Housekeeping Manager, Supervisor, and Room Attendant, supported by direct observation, internal document analysis, and benchmarking with Accor and Marriott. The data were analyzed using thematic analysis based on Operations Management, Cross-Cultural Management, Situational Leadership, Onboarding, Performance Management, and Benchmarking theories.

The findings indicate that communication barriers, differences in employee experience, onboarding limitations, performance variability, and operational pressures affect people management and performance consistency. Although current management practices support daily operations, consistency remains largely dependent on individual employee capabilities. Benchmarking shows that Accor and Marriott achieve greater consistency through standardized procedures, structured communication, continuous employee development, adaptive supervision, and systematic performance management. Based on these findings, the study recommends strengthening operational standardization, implementing multilingual communication tools, improving onboarding through structured competency development, adopting situational leadership, and establishing more systematic performance management practices. These recommendations are expected to improve service quality, operational efficiency, and labor cost utilization within the Housekeeping department at nhow Amsterdam RAI.

Keywords: People Management, Performance Consistency, Housekeeping Department, Multinational Workforce, Hospitality Management, Operational Efficiency.