

Systematic Literature Review on Room Division Daily Workers for Short Escape Tourism in Batam from a Strategic Management Perspective

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Article History

Received: 27-07-2026

Revised: 16-08-2026

Published: 30-08-2026

Keywords: Room Division; Daily Workers; Short Escape Tourism; Strategic Management; Batam; PRISMA

ABSTRACT

This study synthesises empirical evidence on the utilisation of daily workers in hotel room divisions to address the operational demands of short-escape tourism in Batam from a strategic management perspective. A systematic literature review was conducted following the PRISMA 2020 guidelines using publications from 2022 to 2026, complemented by foundational literature and official regional statistics. Of 151 identified records, 30 peer-reviewed studies met the inclusion criteria for thematic synthesis, while 8 official documents provided contextual support. The findings highlight six dominant themes: workforce agility (73.3%), service quality (66.7%), employee well-being (60.0%), digital scheduling (53.3%), cross-functional training (50.0%), and employment protection (43.3%). Official tourism data indicate that foreign tourist arrivals in Batam increased by 48.94% between April and May 2026, whereas the average length of stay remained only 1.84 nights. This visitation pattern intensifies operational pressure within limited service periods, particularly during check-in, check-out, housekeeping, and linen turnover. In response, the study proposes the Batam Short-Escape RD-DW Strategic Model, integrating demand sensing, workload segmentation, verified talent pools, competency-based matching, service quality control, continuous learning, and employment protection. The findings suggest that daily workers should function as complementary operational capacity, with effectiveness evaluated through KPIs including room readiness, waiting time, service defects, overtime reduction, guest satisfaction, payment reliability, and workforce mobility.

INTRODUCTION

The landscape of urban travel in the post-pandemic era has undergone a fundamental transformation, increasingly shifting toward short, spontaneous trips that are heavily concentrated around weekends and short national holidays (Hu et al., 2024). This

phenomenon, often conceptualised as "city breaks" or "short-escape tourism," redefines how destinations and hospitality providers manage capacity, revenue, and guest experiences. Batam's unique geographical and geopolitical positioning perfectly accommodates, and indeed exacerbates, this prevailing trend. Directly linked to neighbouring economic hubs such as Singapore and Malaysia via active and established ferry routes (Batam City Central Statistics Agency, 2025), the city offers an appealing and accessible mix of retail therapy, culinary tourism, expansive resort stays, entertainment, and family visits. However, the inherent "short-escape" nature of these journeys creates congested arrival and departure flows within restricted time windows. This extreme temporal volatility exerts enormous operational pressure not solely on the front desk but also cascades through housekeeping, laundry facilities, public area maintenance, reservations, concierge services, and night audit operations.

Recent frontline service research emphatically underscores that contemporary guest experience is fundamentally shaped by the seamless consistency of processes across interconnected departments, rather than isolated interactions at a single stand-alone touchpoint (Manfreda et al., 2024). As a result, room division capacity can no longer be viewed as a series of isolated departmental functions. It must be approached as a holistic, tightly coupled strategic system that intertwines room readiness, hyper-accurate room status reporting, swift registration procedures, cleanliness protocols, reliable linen distribution, and agile service recovery (Subakti et al., 2022; Wulandari et al., 2023). When a bottleneck occurs in one node of this system, such as a delay in laundry turnover, it immediately paralyses subsequent nodes, ultimately culminating in visible guest dissatisfaction in the lobby.

Official statistics provided by regional authorities further highlight the demand volatility that complicates long-term and short-term staffing decisions (Batam City Central Statistics Agency, 2026a). For example, tracking the trajectory between April and May 2026 reveals that foreign tourist arrivals jumped exponentially from 113,784 to 169,477, representing a staggering month-over-month surge of approximately 48.94% (Batam City Central Statistics Agency, 2026a, 2026b). Concurrently, the occupancy rate for star-rated hotels across Batam City rose from 51.14% to 55.19%, while the average length of stay in May lingered at a mere 1.84 nights (Batam City Central Statistics Agency, 2026a). From a strategic operations standpoint, shorter stays inherently and disproportionately accelerate room turnover frequencies. Each accommodation unit requires comprehensive cleaning, supervisory inspections, digital status updates, and a seamless handover to the front office at a much faster cycle than properties catering to long-term vacationers. Furthermore, sudden demand spikes organically trigger compounding, simultaneous operational needs across laundry services, public-area sanitation, luggage handling, guest information requests, and peak-hour queue coordination.

Historically, to navigate these intense weekend and holiday surges, hoteliers have typically resorted to a conventional arsenal of reactive human resource measures: mandatory

overtime for core staff, abrupt schedule adjustments, cross-departmental deployment, or the hasty call-in of daily workers (Ingram et al., 2023). Yet, empirical evidence increasingly demonstrates that overly reactive measures can be detrimental to both the organisation and the workforce. In housekeeping departments, for example, intense physical workloads combined with compressed, unrealistic cleaning times elevate the risk of substandard hygiene, unready rooms, and rapid employee burnout (Kurnia et al., 2023). In laundry operations, an acute mismatch between incoming soiled linen volume, mechanical machine capacity, and human labour availability creates severe structural bottlenecks that delay the entire room turnover operation (Almuhada et al., 2024). At the front desk, injecting additional personnel without ensuring proper systems training and clear communication protocols often exacerbates transaction errors, breaches data privacy, and drains valuable supervisory time (Subakti et al., 2022). Therefore, relying on daily workers as a mere panic response is strategically flawed; contingent labour must be allocated through a deliberate work architecture that carefully delineates low-risk, modular tasks from technical duties requiring certification, ensuring that critical, brand-defining decisions remain the exclusive purview of core staff.

Viewed through the robust theoretical lens of strategic management, daily workers serve as a valuable contingent resource but only if the organisation possesses the dynamic capability to accurately sense demand shifts, seize fleeting revenue opportunities, and rapidly reconfigure its service processes without friction (Hussain & Malik, 2022). This high-level organisational capability involves synthesising disparate data streams from reservation pickups, maritime ferry timetables, local event calendars, real-time cancellation trends, property management system (PMS) room statuses, attendant productivity rates, and logistical linen backlogs into a cohesive, actionable operational picture. Adding headcount based solely on average monthly occupancy percentages is fundamentally flawed in this context; two properties boasting identical 60% occupancy rates may face vastly different arrival density patterns, room type complexities, and bespoke cleaning demands. The dynamic capabilities framework conceptualises this continuous cycle of sensing, seizing, and reconfiguring as an organisational learning loop, perpetually updated by real-time operational friction and data (Leoni & Panizzon, 2026). Within this specific theoretical paradigm, daily workers act as strategically orchestrated, surgically deployed surge capacity, rather than simply as cheap, disposable emergency labour summoned when operational crises arise.

Furthermore, the strategic integration of contingent labour is deeply intertwined with broader critical discussions about job quality, ethical employment practices, and workforce sustainability in the global hospitality sector. The ongoing, post-pandemic talent shortage proves that the industry cannot thrive or even survive on relentless cost-cutting strategies alone. Chronic job insecurity, unsustainable physical and mental workloads, opaque scheduling, and stagnant career progression undermine the sector's appeal and actively fuel high turnover rates (Kwok, 2022; Mensah et al., 2023). While contemporary digitalisation and algorithmic scheduling can theoretically streamline shift allocation and competency matching,

technology must be designed to empower the workforce rather than disproportionately shifting operational and financial risks onto the shoulders of vulnerable individuals (Morosan & Bowen, 2022). Existing literature focusing on the gig economy and platform-mediated labour strongly advocates for task allocation, clear communication of employment status, accessible grievance mechanisms, and robust protection from opaque algorithmic scoring that dictates future earning potential (Dedema & Rosenbaum, 2024). A truly strategic room division model for daily workers must, therefore, strike a delicate but essential balance: it must drive operational productivity and agility while simultaneously ensuring payment certainty, physical and psychological safety, continuous skills learning, and viable, visible pathways to more stable employment (World Bank, 2023).

Despite the pressing operational realities faced by destinations like Batam, a notable research gap persists within academia. The distinct bodies of literature surrounding hotel room divisions, contingent labour management, short-break urban tourism, and macro-level strategic management remain largely fragmented and siloed. While empirical workload studies situated in Batam have successfully emphasised the critical need to align managerial targets, working hours, and physical task conditions specifically for room attendants (Kurnia et al., 2023), and localised laundry-specific research highlights the absolute necessity of contextualised capacity analysis (Almuhtada et al., 2024), broader macro-level city-break studies have yet to comprehensively connect the macro dynamics of short trips with the micro-level, cross-functional workforce design required in hotel room divisions (Hu et al., 2024).

This article aims to bridge that existing gap. Through a PRISMA-guided Systematic Literature Review (SLR), this study proposes the Batam Short-Escape Room Division-Daily Worker (RD-DW) Strategic Model, a comprehensive framework that synthesises predictive demand sensing, precise workforce orchestration, stringent service quality safeguards, organisational resilience-building, and the promotion of decent work principles. Ultimately, this study aims to map the scientific evidence regarding the operational contributions, inherent limitations, and necessary governance of daily workers within Batam's specific short-escape hotel landscape.

To achieve this, the paper addresses four pivotal research questions. First, how does extreme demand volatility, driven by short-escape tourism, translate into specific, hourly, and functional labour requirements within the room division (Kozlovskis et al., 2023)? Second, which specific operational tasks are genuinely feasible to delegate to daily workers without inadvertently compromising service quality, guest safety, data privacy, or overarching brand integrity (Manfreda et al., 2024)? Third, what sophisticated strategic mechanisms are absolutely required to integrate contingent daily labour with permanent core staff, standard operating procedures (SOPs), scheduling technology, and performance evaluation metrics (Hussain & Malik, 2022)? Finally, how can such an integrated, flexible model foster tangible local economic empowerment and skill development while actively preventing the pitfalls of

precarious labour conditions, worker burnout, and systemic scheduling inequities (Osei et al., 2023)? By addressing these questions, this paper contributes an actionable, theoretically grounded model tailored for high-volatility hospitality environments.

RESEARCH METHODS

Research Design and Protocol

This study employed a Systematic Literature Review (SLR) designed and reported in strict accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines. The selection of the PRISMA 2020 framework was deliberate to ensure the highest degree of transparency, reproducibility, and methodological rigour throughout the critical stages of study identification, abstract screening, full-text eligibility assessment, and final inclusion (Page et al., 2021a). The initial conceptual protocol was defined to establish clear boundaries for the research scope. Specifically, the operational context was strictly limited to the hotel and accommodation industry, with a focused primary unit of analysis centred on room division departments, which encapsulate front office, housekeeping, and laundry operations. The specific human resource subject under investigation was defined as the "daily worker" or contingent labour force, while the primary demand situation was conceptualised as sudden demand surges, particularly those driven by short-escape or weekend tourism phenomena. Furthermore, the protocol delineated specific organisational and human-centric outcomes to be evaluated, namely service quality, operational productivity, organisational resilience, worker well-being, and cost implications. Given the inherent heterogeneity in the selected studies, which spanned diverse geographical regions, operational job functions, methodological designs, and specific outcome measures—a purely statistical meta-analysis was deemed unsuitable. Instead, a robust narrative and thematic synthesis approach was adopted to construct a cohesive strategic framework (Booth et al., 2022). To mitigate cognitive bias and reduce inconsistencies in subjective decision-making during the review process, all search strings, exclusion rationales, data extraction matrices, and quality assessment scores were recorded on a standardised audit sheet (Haddaway et al., 2022). It is crucial to note that localised statistical data concerning Batam were not treated as a primary peer-reviewed study; rather, they were utilised as an empirical contextual baseline that significantly aided in evaluating the practical relevance and transferability of global academic findings to the specific destination under investigation.

Search Strategy and Information Sources

To capture a comprehensive and multidisciplinary array of literature bridging hospitality operations and strategic human resource management, a structured search was executed across a wide spectrum of prominent scholarly interfaces and publisher databases. The primary electronic databases queried included Scopus, Crossref, Dimensions, Google Scholar, Garuda (for localised Indonesian context), ScienceDirect, Emerald Insight, Taylor & Francis, Wiley Online Library, and Sage Journals. A strict temporal parameter was

established, setting the primary publication range from 2022 to July 2026. This contemporary timeframe was deliberately chosen to capture the most recent post-pandemic labour dynamics, gig economy advances, and modern digital scheduling implementations. Publications originating from 2021 or earlier were excluded from the core synthesis, retained exclusively if they provided indispensable methodological guidelines or foundational theoretical frameworks that remain undisputed in current literature.

The search string was engineered using Boolean operators to ensure both sensitivity and specificity in the retrieval process. The primary algorithmic string combined context, function, labour type, and demand characteristic: (hotel OR hospitality) AND (room division OR front office OR housekeeping OR room attendant OR laundry) AND (daily worker OR casual worker OR contingent labour OR flexible staffing OR gig work) AND (short break OR city break OR weekend tourism OR demand surge). To ensure no relevant strategic literature was overlooked, complementary searches were executed using targeted terms such as "strategic workforce planning," "dynamic capabilities," "employee resilience," "service quality," "decent work," "workload," "room readiness," and "hotel occupancy forecasting" (Rethlefsen et al., 2021). In a parallel but distinct data gathering effort, eight official, high-authority white papers and statistical reports from the local government (BPS) and recognised international organisations were retrieved. These official sources were searched and catalogued separately to purposefully avoid convoluting macro-level destination policy data with the micro-level empirical evidence derived from peer-reviewed academic studies.

Eligibility Criteria (Inclusion and Exclusion)

To filter the vast amount of retrieved literature, strict inclusion and exclusion criteria were established prior to the screening phase. Eligible literature was strictly limited to peer-reviewed academic articles, comprehensive review articles with explicit methodological transparency, and empirical studies that directly investigated the intersections among flexible work arrangements, room division operations, hotel service quality, physical workload, and organisational resilience during periods of demand fluctuation. To be included, studies were required to present sufficient information on their fundamental research objectives, methodological design, sampling frameworks or data sources, and conclusive results, thereby enabling a robust assessment of their academic quality (Pollock et al., 2023). Studies originating outside the hotel industry were generally rejected; However, a strict exception was made for non-hotel publications that addressed platform governance, gig-worker algorithms, or contingent workforce agility in ways that demonstrated clear, undeniable transferability to the hotel room division context. Conversely, the exclusion criteria were applied to filter out low-quality or irrelevant literature. Excluded materials comprised non-peer-reviewed opinion pieces, industry promotional materials, undetected duplications, articles with inaccessible full texts, and purely technological studies that discussed hotel software algorithms without addressing the corresponding implications for the human workforce. Furthermore, general tourism studies focusing on destination marketing or tourist behaviour that lacked direct

relevance to back-of-house accommodation operations were discarded. Geographically and linguistically, articles published in both Indonesian and English were retained to comprehensively capture the localised nuances of the Batam context, as well as the rapidly developing international strategic management literature. These parameters are succinctly detailed in Table 1 below.

Table 1. Study inclusion and exclusion criteria

Dimensions	Inclusion criteria	Exclusion criteria
Period	2022-July 2026; selected foundational sources	Old publications without methodological/theoretical function
Source type	Peer-reviewed article; methodological review; authoritative source context	Opinion, promotional, or unverified source
Context	Hotel; room division; daily/casual/contingent work; demand surge	Non-hotel context without clear transferability
Outcome	Quality, burden, productivity, resilience, costs, well- being	Does not present relevant outcomes
language/access	Indonesian or English; text and methods can be assessed	Text not available or methods not searchable

Applying these strict criteria was essential to actively maintain the internal consistency, academic relevance, and scientific quality of the diverse sources utilised in the thematic synthesis process, ultimately ensuring that the selected studies provided a scientifically sound foundation for the subsequent analysis.

Study Selection Process (PRISMA Flow)

The execution of the search strategy resulted in an initial total of 151 records across the structured search groups. Following the compilation of these records, both automated and manual deduplication processes were conducted, resulting in the removal of 37 duplicate entries. This left a refined pool of 114 unique titles and abstracts poised for the primary screening phase (Page et al., 2021a, 2021b). During this initial screening, 65 records were swiftly excluded as a surface-level review revealed they did not substantively discuss hotel environments, room divisions, flexible labour paradigms, or the broader strategic implications of labour outsourcing. Subsequently, the remaining 49 articles advanced to the critical full-text assessment phase. Upon in-depth evaluation, an additional 19 articles were excluded with specific justifications: eight articles failed to focus specifically on hotel or room division operations, six articles merely mentioned labour but did not actually investigate contingent or

daily workers, three articles lacked any discernible strategic management implications, and two articles were discarded for failing to meet baseline methodological standards of academic rigour. Ultimately, this filtration process culminated in the final inclusion of 30 peer-reviewed academic studies for the core synthesis, supplemented by the 8 previously mentioned official white papers utilised for defining the Batam labour market and platform work context.

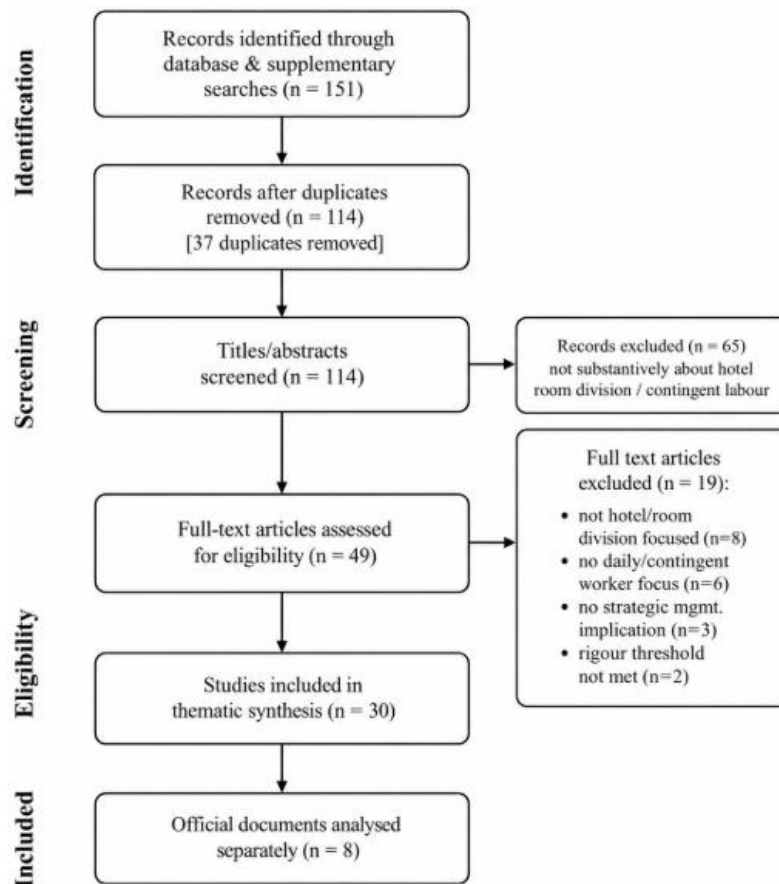


Figure 1. PRISMA 2020 flow diagram of the study selection process

Quality Assessment and Risk of Bias

To ensure that only high-calibre evidence influenced the development of the proposed strategic model, the methodological quality of the final 30 included studies was systematically assessed across five distinct dimensions. These dimensions included: clarity of the research purpose, appropriateness of the chosen research design, transparency of the data collection process, robustness of the analytical techniques employed, and the pragmatic transferability of the findings to real-world hotel operational practices. Utilising a customised matrix inspired by the Mixed Methods Appraisal Tool, each dimension was independently scored on a scale from 0 to 2, culminating in a maximum possible quality score of 10 for each article. To maintain analytical integrity, strict thresholds were established: articles scored below 6 were excluded from the final synthesis; articles scoring between 6 and 7 were retained but interpreted with explicit caution; and articles achieving scores of 8 to 10 were prioritised,

receiving significantly greater interpretive weight during the synthesis phase (Hong et al., 2018). For methodological review articles included in the pool, the quality assessment closely scrutinised the transparency of their search parameters and selection criteria, as well as the logical coherence between the evidence presented and the authors' final conclusions (Booth et al., 2022). Furthermore, two iterative rounds of cross-checking were conducted during the data extraction phase to guarantee that specific hotel function names, contingent worker typologies, operational outcomes, and geographical contexts were not inconsistently classified or misinterpreted.

Data Extraction and Thematic Synthesis

Following the quality appraisal, comprehensive data extraction was performed. The extracted data points include publication year, geographical location, fundamental study design, specific hotel operational function analysis, type of contingent employment relationship, utilisation of digital scheduling technology, guest-centric outcomes, worker-centric outcomes, macro cost implications, and specific organisational governance recommendations. The raw extracted codes were then systematically grouped using a thematic synthesis methodology, which ultimately distilled the data into seven primary conceptual themes: workforce agility, service quality, worker well-being, digital scheduling implementation, cross-functional training imperatives, labour protection frameworks, and demand volatility dynamics (Thomas & Harden, 2008).

The frequency of each emerging theme was calculated as a strict proportion of the 30 selected studies, based on the premise that a single, robust study could contribute to more than one distinct theme. Following this quantitative mapping, a deep narrative synthesis approach was employed to critically explain the underlying operational mechanisms, establish necessary boundary conditions, and differentiate between traditional, offline daily-worker recruitment and contemporary, platform-based gig work (Popay et al., 2006). Finally, the interpretation of the Batam destination context was achieved by directly juxtaposing these globally derived academic themes with localised empirical data, specifically foreign tourist visitation numbers, the fluctuating average length of stay, and the unique cross-border maritime connectivity characteristics that define the region.

RESULTS AND DISCUSSION

Synthesis Profile and the Dynamics of Short-Escape Demand

The comprehensive literature search and subsequent filtration process yielded a relevant synthesis profile that accurately reflects the contemporary discourse on hospitality workforce management. Chronologically, the publication distribution indicates a sharp acceleration in scholarly interest post-pandemic: 7 studies (23.3%) were published in 2022, 9 studies (30.0%) in 2023, 10 studies (33.3%) in 2024, 3 studies (10.0%) in 2025, and 1 study (3.3%) in early 2026. The distinct dominance of publications clustered between 2023 and 2024 is not coincidental; it directly mirrors the global hospitality industry's desperate attempts to address

unprecedented structural labor shortages, organisational resilience deficits, rapid digitalisation, and the rising demand for improved job quality following the massive workforce exodus caused by pandemic disruptions (Kwok, 2022). Methodologically, the selected body of literature was diverse: 36.7% of the studies employed quantitative approaches, 20.0% utilised qualitative designs to explore worker experiences, 10.0% adopted mixed-methods frameworks, and 33.3% were comprehensive reviews or conceptual papers. Geographically, the studies provided a broad international perspective, with Asia contributing 43.3%, Europe 23.3%, global comparative studies 16.7%, Africa 10.0%, and the Americas 6.7%. While this diverse geographic structure provides a robust foundation for theoretical synthesis, it also underscores the urgent need for localised, empirical research that specifically investigates the unique daily-worker dynamics within Batam's specific room-division context.

Through thematic synthesis, workforce agility emerged as the most dominant theme, appearing in 22 of the 30 selected studies (73.3%). The consensus across the strategic management literature strongly argues that flexible, contingent workforces achieve maximum operational effectiveness only when deployed for tasks that are inherently modular, standardizable, generate easily measurable physical outputs, and critically, do not require full autonomous authority over sensitive guest data or complex service recovery decisions (Gautam et al., 2024). Closely related, the theme of service quality was identified in 20 studies (66.7%), yielding a crucial strategic insight: indiscriminately increasing staffing levels during demand surges does not automatically translate into an elevated or even maintained guest experience. Rather, service quality under pressure is heavily dependent on the clarity of pre-shift briefings, precise role segregation, proportional access to operational information, continuous supervisor support, and the explicit ability to escalate complex issues without friction (Dawson et al., 2023). The theme of worker well-being also featured prominently, emerging in 18 studies (60.0%). This literature critically demonstrates that erratic shift work, severe physical work intensity, pervasive role ambiguity, and schedule uncertainty dramatically decrease employee satisfaction and exponentially accelerate burnout (Osei et al., 2023; Choirisa, 2023).

Cross-functional training emerged in 15 of the 30 studies (50.0%), reflecting a deliberate work architecture that carefully delineates low-risk, modular tasks from technical duties requiring certification. This mechanism enables daily workers to rotate across auxiliary tasks such as bed stripping, dedicated linen running, and public-area support without needing full room-attendant certification, thus allowing trained core staff to focus exclusively on deep cleaning and stringent final inspections (Kurnia et al., 2023). Relatedly, employment protection featured in 13 studies (43.3%), covering critical concerns regarding job quality, ethical employment practices, and workforce sustainability. These essential protections include task allocation, clarity of employment status, accessible grievance mechanisms,

payment certainty, and robust defence against opaque algorithmic scoring that could unfairly dictate future earning potential (Dedema & Rosenbaum, 2024; World Bank, 2023).

To ground these global thematic findings in local reality, it is imperative to analyse Batam's specific accommodation dynamics, which sharply underscore the necessity of a flexible yet structured workforce strategy. According to official data, Batam's tourism ecosystem is characterised by extreme, short-term volatility. For example, foreign tourist arrivals were recorded at 139,443 in October 2025, dipping slightly to 127,667 in November 2025, while corresponding hotel occupancy rates surprisingly rose from 53.45% to 57.36% (Batam City Central Statistics Agency, 2025a, 2026d). The volatility reached its zenith in December 2025, with arrivals surging to 195,525 and star-rated hotel occupancy hitting 63.33% (Batam City Central Statistics Agency, 2026e), before experiencing a severe contraction in March 2026 to just 114,837 visits and a 46.46% occupancy rate (Batam City Central Statistics Agency, 2026c). The recovery in May 2026 saw arrivals spike again to 169,477 (a 48.94% increase from April), yet the average length of stay remained relatively low at just 1.84 nights (Batam City Central Statistics Agency, 2026a).

Table 2. Batam tourism statistics relevant to room division planning

Period	Foreign Tourist	Occupancy star hotel (%)	Implications of room division
October 2025	139,443	53.45	Moderate demand; weekend baseline
November 2025	127,667	57.36	Occupancy rises despite declining visits
December 2025	195,525	63.33	Peak visits and room turnover
March 2026	114,837	46.46	Sharp contraction from Dec peak; lighter turnover pressure
April 2026	113,784	51.14	Demand trough before May's rebound
May 2026	169,477	55.19	Rise 48.94%; length of stay 1.84 nights

The data presented in Table 2 proves that tourist volume, hotel occupancy, and the length of stay move at vastly different, often decoupled rates. Consequently, relying on a single blended monthly indicator is insufficient to determine effective daily staffing levels. A 1.84-night average stay means that almost half of a hotel's inventory turns over every single day, compressing massive cleaning, inspection, and administrative workloads into a narrow window between standard check-out (12:00 PM) and check-in (3:00 PM).

Thematic Findings: Workload Variability, Service Quality, and Decent Work

To effectively manage this volatility, the specific operational context of the hotel daily worker must be clearly distinguished from the broader, more generalised digital gig economy.

While both sectors leverage labour flexibility, hotel daily workers operate within a controlled physical environment, governed by strict brand standards and safety regulations. They can be recruited directly, through specialised vendor agencies, via local hospitality association pools, or through digital scheduling systems, whereas traditional gig work typically emphasises purely on-demand, algorithmic assignments mediated entirely by detached platforms (Alauddin et al., 2025; Akhmedova et al., 2022). This structural distinction is of paramount importance because the legal employment status, mechanisms for direct supervision, access to physical safety protections, and direct accountability for service quality differ.

Within the hotel ecosystem, the front office-housekeeping interface represents the absolute most critical and fragile friction point during short-escape operations. The front office requires instantaneously accurate room status updates to seamlessly manage early arrivals, dynamic room assignments, and increased guest expectations. Conversely, housekeeping requires stable, uninterrupted priority lists to avoid devastating drops in productivity caused by sudden, ad-hoc changes from the lobby. The synthesised literature indicates that daily workers provide immense value when deployed to intercept and execute auxiliary, pre-cleaning tasks. By assigning daily workers to handle bed stripping, act as dedicated linen and amenity runners, execute public area sweeps, and perform basic room setups, hotels allow their trained, core room attendants to focus exclusively on deep cleaning and stringent final inspections (Kurnia et al., 2023). To safeguard this workflow, the utilisation of digital room status dashboards must actively limit access to specific tasks for daily workers, while maintaining an unalterable audit trail of status changes to reduce human error and protect sensitive guest data.

Simultaneously, the laundry department acts as the foundational supporting function that dictates the overarching fluidity of room turnover. Empirical studies located in Batam explicitly demonstrate that sudden influxes in laundry volume, poor time management, and rigid labour availability greatly exacerbate the physical workload of laundry employees (Almuhtada et al., 2024). During peak weekend short-escapes, severe linen bottlenecks stall room setups even after the physical cleaning process is entirely complete. In this domain, daily workers can be effective when employed as initial sorters, dedicated linen runners, folding support staff, or clean-linen distributors, provided they have received mandatory, documented training regarding chemical safety and biological contamination standards.

While digital scheduling technologies emerged prominently in 16 studies (53.3%), the literature starkly warns that their operational benefits are entirely dependent on ethical and transparent human governance. Algorithmic systems can undeniably accelerate competency matching, eliminate tedious manual phone trees, and maintain comprehensive attendance histories (Masta & Kaushiva, 2024). However, severe ethical and operational risks materialise when a single, opaque algorithmic rating dictates a worker's future job access, when the specific reasons for shift denials are actively hidden, or when abrupt shift cancellations are unfairly attributed solely to the worker's metrics (Dedema & Rosenbaum, 2024; Liu & Yin,

2024). Therefore, technology must serve strictly as advanced decision support for human room division managers, not as an autonomous replacement for managerial accountability. Based on this synthesis, Table 3 categorises the suitability of various room division tasks for daily workers based on inherent operational risk.

Table 3. Suitability of room division tasks for daily workers based on risk level

Function/duty	Risk	Feasibility for daily workers	Main control
Lobby flow, luggage support, general information	Low	High	Briefing, uniform, escalation
Bed stripping, amenities runner, linen runner	Low	High	Checklist, ergonomics, supervisor
Public area cleaning, room setup support	Medium	Rise after training	Chemicals, inspection, PPE
Full Room cleaning	Medium-high	Badge-based selective	SOP, room check, key control
Express check-in support/pre-arrival	Medium	Badge-based selective	Privacy, system log, captain
Laundry sorting/folding/distribution	Medium	Rise after training	Contamination, machines, quality check
Refund, master key, cash, final inspection	High-critical	Low/not recommended	Core staff or managers

The Architecture of the Batam Short-Escape RD-DW Strategic Model

To successfully operationalise these findings and strategically mitigate the chaos of short-escape volatility, this study formally proposes the Batam Short-Escape RD-DW (Room Division-Daily Worker) Strategic Model. Grounded heavily in the dynamic capabilities framework (Hussain & Malik, 2022; Leoni & Panizzon, 2026), this model is engineered not as a reactive hiring tool, but as a proactive, six-layer continuous learning ecosystem.

The first foundational layer is Demand Sensing. This goes far beyond rudimentary occupancy forecasting. It requires synthesising live data from on-the-books reservations, sudden booking surges, cancellation rates, maritime ferry schedules, local event calendars, meteorological reports, the precise ratio of departure rooms to stay-over rooms, and real-time operations backlogs. Initial projections must be established by Thursday afternoon, recalibrated on Friday using updated ferry manifests, and micro-adjusted only hours before peak arrival waves. The accuracy of this sensing is retrospectively assessed by the delta between planned labour hours and actual overtime incurred (Kozlovskis et al., 2023; Dowlut & Gobin-Rahimbux, 2023).

The second layer, Workforce Segmentation, transforms these complex macro-forecasts into a granular, specific task inventory (Xingyang et al., 2024). Every anticipated task is scored for its criticality to service, data sensitivity, physical safety risk, necessary learning

curve, and output observability. As illustrated previously in Table 3, low-risk, observable tasks are immediately flagged for daily worker allocation, while high-risk duties remain tightly reserved for core personnel.

The third layer requires establishing a Verified Daily-Worker Pool. Crucially, this pool must be built, verified, and maintained during periods of low demand, not during the panic of a staffing crisis. Verification protocols must include legal identity checks, reference validations, basic hospitality mindset training, language proficiency, and documented safety assessments. Workers earn specific "badges" (e.g., Linen Runner, Public Area Specialist, Lobby Greeter) rather than generic "helper" titles, recognising that room division competencies are rarely interchangeable (Newnham & Dutt, 2023).

The fourth layer, Strategic Shift Matching, represents the point of deployment. Shift allocation is executed by algorithmically and humanely matching precise task requirements with verified badge competencies, workers' location radii, legal work-hour limits, and historical reliability. To ensure ethical deployment, shift offers must explicitly state wages, specific duties, assigned supervisors, required uniforms, mandated break-time policies, and cancellation compensation. This transparency reduces costly no-shows and fosters long-term trust (Gundert & Leschke, 2024).

The fifth layer, Service Control, enforces quality through three distinct temporal gates. Readiness gates ensure that verification, uniform compliance, and safety briefings are absolute prerequisites before a worker ever enters an operating zone. Process gates actively monitor adherence to chemical SOPs, accurate room-status reporting, and data-access limitations during the shift. Finally, output gates measure tangible results: the percentage of rooms ready by 3:00 PM, guest queue durations, rework frequencies, and the incidence of immediate guest recovery incidents (Dawson et al., 2023).

The sixth and final layer, Learning and Protection, closes the dynamic capability loop. Post-weekend, the room division leadership team reviews forecast errors, unforeseen bottlenecks, and competency mismatches. Concurrently, daily workers receive transparent explanations of their performance scores, access to upskilling micro-modules, and an open channel for appealing erroneous managerial evaluations. Prompt, frictionless payment is non-negotiable in this layer, solidifying the model as a mechanism for decent work rather than exploitative flexibility (World Bank, 2023). Table 4 consolidates these six layers into their core components, key actions, and monitoring indicators.

Table 4. Strategy Components, Actions, and Indicators

Component	Key actions	Indicator
Demand sensing	Reservasi-pickup-ferry-event-room turnover-linen	Forecast error; backlog; overtime
Workforce segmentation	Task inventory, risk, complexity, skill badge	Competency coverage; supervisor ratio

Component	Key actions	Indicator
Verified DW pool	Verification, microlearning, availability, two-way rating	Fill rate; no-show; retention
Strategic shift matching	Competency-badge, location, and work-hour matching; transparent shift offers (wage, duty, supervisor, uniform, breaks, cancellation pay)	No-show rate; offer transparency; worker reliability
Service control	Readiness, process, and output gates: briefing, SOP/access compliance, inspection, escalation	Room ready; queue; defect; rework
Learning & protection	Review, payment, grievance, upskilling, reconfiguration	Payment timeliness; fairness; skill mobility

Strategic Implementation and Comprehensive Evaluation Plan

To mitigate the inherent risks of operational disruption, attempting a sudden, property-wide rollout of the RD-DW model is strongly discouraged. Instead, implementation must be executed through a structured, phased six-month pilot program (Page et al., 2021a). The initial Baseline Phase (4 weeks) is strictly observational, requiring management to map the current guest journey, track hourly room turnover velocities, identify specific temporal bottlenecks, and audit baseline defect rates across a minimum of eight consecutive weekends to capture weather and event variations. Following this, the Build Phase (6 weeks) focuses internally on drafting the risk-segmented task inventory, designing the competency badges, recruiting the initial verified worker pool, and hardwiring the necessary SOPs and digital access limits. The critical Pilot Phase (8 weeks) introduces a limited number of daily workers exclusively into low- and medium-risk functions, running parallel comparisons between conventional weekends and model-supported weekends. Finally, the Scale/Evaluate Phase (6 weeks) conducts a deep cost-benefit analysis, comparing post-pilot KPIs against the initial baseline to determine whether to expand, recalibrate, or terminate the strategy. The following table details the duration and key operational outputs of each phase.

Table 5. Six-month pilot stages

Phase	Duration	Main output
1. Baseline	4 weeks	8 weekend data, bottleneck, task inventory, KPI
2. Build	6 weeks	Pool, badge, module, SOP, agreement, access
3. Pilot	8 weeks	Comparison weekend; low-medium risk tasks

Phase	Duration	Main output
4. Scale/evaluate	6 weeks	Cost-benefit, work quality, expansion decisions

The sequential framework outlined in table 5 is purposefully designed to guarantee a safe operational transition. It begins with comprehensive baseline data collection spanning multiple weekends to capture variations in weather and events, ultimately culminating in limited weekend testing. This evaluative, phased approach empowers hotel management to conduct an objective cost-benefit analysis before committing to scale, adjust, or discontinue the daily workforce strategy.

During the critical pilot phase, management requires a comprehensive and multifaceted measurement tool to assess the program's true efficacy. This evaluation must deliberately avoid a singular focus on raw financial savings. Instead, it encompasses four distinct perspectives: guests, operations, employees, and finance, ensuring that cost efficiencies are never achieved at the detrimental expense of service quality or employee well-being. Table 6 presents the Key Performance Indicator (KPI) targets utilised as absolute benchmarks during this initial testing phase.

Table 6. KPI balanced optimisation room division

Perspective	Indicator	Pilot's initial target
Guest	Room ready at check-in time	$\geq 95\%$
Guest	Median waiting time	Down $\geq 25\%$
Operations	Room-status mismatch	$< 1\%$
Operations	Defect/rework housekeeping	Down $\geq 20\%$
Operations	Linen availability	$\geq 98\%$
Worker	Timely payment & briefing	100%
Finance	Overtime & cost of congestion	Down $\geq 15\%$

By institutionalising this balanced indicator framework, hotel executives can actively prevent biased evaluations. The achievement of these metrics will be subsequently scrutinised through a difference-in-differences analysis and sensitivity testing, allowing management to objectively ascertain the sustainable impact of the contingent labour strategy across all stakeholder groups.

Theoretical Discussion and Policy Implications

The synthesis of the literature indicates that the inherent value of daily workers is not derived solely from contractual flexibility but from an organisation's ability to integrate human personnel, digital processes, and uncompromising brand standards. These findings critically extend the dynamic capabilities framework from macro-corporate strategy down to the micro-level of task bundles and shift management.

In the sensitive Batam context, where foreign arrivals surged by 48.94% from April to May 2026, yet length of stay lingered at 1.84 nights, "sensing" demand translates directly into function-by-function, hourly load forecasting. Strategic capacity planning can no longer rely on blended monthly occupancy percentages; it must leverage the extreme granularity of time and physical load. Furthermore, while digital scheduling provides operational speed, algorithmic governance must remain fiercely transparent. To prevent systemic bias and ensure decent work, systems must provide explicit explanations for shift rejections and offer pathways for competency upgrades, proving that technological efficiency need not strip away worker dignity.

From macroeconomic and destination-development perspectives, the RD-DW model bridges the gap between corporate efficiency and ethical employment. The policy implications for Batam strongly suggest the creation of cross-property micro-competency standards. If local governments, hospitality associations, and vocational institutions collaborate to recognise standardised training badges, daily workers can transition from precarious, episodic gig work to structured, upwardly mobile career pathways within the tourism sector.

Limitations

This systematic review is subject to several limitations. First, the search was restricted to publications from 2022 to July 2026 and to sources retrievable in Indonesian and English; relevant grey literature, unpublished industry reports, or studies in other languages may therefore have been missed, introducing a degree of publication and language bias. Second, the substantial heterogeneity in study designs, geographical contexts, and outcome measures across the 30 included studies precluded a quantitative meta-analysis; the narrative and thematic synthesis adopted instead necessarily involves an element of interpretive judgement in theme coding, even with the audit-sheet and cross-checking procedures described in the Methods.

Third, regarding adherence to PRISMA 2020 item 23c guidelines, while two iterative rounds of cross-checking were carefully conducted during the data extraction phase to minimise inconsistencies in classifying hotel functions and outcomes, the eligibility screening and quality assessment were primarily managed by the core research team without a fully blinded, independent external reviewer. This structural constraint introduces a potential limitation regarding subjective interpretation in theme coding and quality scoring, despite the utilisation of standardised audit sheets.

CONCLUSION AND RECOMMENDATION

Based on the systematic literature review of 30 empirical studies and the analysis of official tourism statistics, this study concludes that daily workers can significantly strengthen the operational capacity and resilience of Batam hotel room divisions in responding to the extreme volatility of short-escape tourism. However, this strategy is only effective if daily workers are utilised as a planned, supplementary capacity rather than a permanent substitute for core staff. The synthesis of the evidence highlights workforce agility (73.3%), service quality (66.7%), worker well-being (60.0%), and digital scheduling (53.3%) as the most dominant themes governing contingent labour.

Empirical data from Batam demonstrates that severe volatility, fluctuating occupancy rates, and exceptionally short lengths of stay (averaging 1.84 nights) heavily concentrated room turnover and arrival-departure intensity within extremely narrow time frames. To strategically address this, the proposed Batam Short-Escape RD-DW Strategic Model integrates demand sensing, load segmentation, verified worker pools, competency-based shift matching, service controls, continuous learning, and robust worker safeguards. Ultimately, the strategic value of this model emerges when hotels successfully reduce operational bottlenecks such as check-in queues and linen shortages without compromising cleanliness standards, room status accuracy, guest experience, safety, or decent work principles.

From a managerial perspective, hospitality decision-makers are strongly advised to implement this model through a carefully structured six-month pilot program. This pilot should begin with a four-week baseline data collection phase, strictly limiting daily workers to specific tasks mapped by their operational risk levels. Before initiating the pilot, management must establish clear capacity activation triggers, competency requirements, appropriate spans of control, minimum call durations, transparent payment systems, cancellation compensation, and accessible grievance mechanisms. Program success should be assessed holistically through a balanced Key Performance Indicator (KPI) framework that measures room-ready-by-time, queue time, service defects, rework, linen availability, overtime reduction, labour costs, guest satisfaction, and worker welfare.

For future research, scholars should utilise granular hourly data, weekend comparison designs, comprehensive cost-benefit analyses, and longitudinal career monitoring to empirically test the external validity of this model across different hotel classifications. At the macroeconomic and policy level, local governments, hospitality industry associations, and vocational educational institutions are urged to collaborate in developing portable micro-credentials. This policy intervention will effectively address the hospitality sector's short-term weekend workforce needs while simultaneously elevating the quality, career mobility, and sustainable development of human capital within Batam's tourism ecosystem.

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