

Guest Perception of Service Quality Decline Due to Employee Multitasking in the Era of Digital Transformation in Star-Rated Hotels

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Abstract

The development of digital technology in the hospitality sector has led to changes in employee work patterns, particularly related to multitasking practices in service activities. This condition must be able to influence the perception of service quality by guests, especially in face-to-face contact. Research Objective: This study aims to examine the effect of multitasking in service on the perception of service quality by guests in star-rated hotels. Research Design: A quantitative approach and exploratory survey design were used. Data were collected using an online questionnaire with a five-point Likert scale from 172 respondents obtained through purposive sampling. We focused on guests who stayed at star-rated hotels during the past year and had experience interacting directly with employees. Descriptive analysis and simple linear regression were used in examining the data. Based on the results, the employee multitasking variable was found to be at a high level and service quality was in the medium category. The Responsiveness and Empathy dimensions received the lowest scores compared to other dimensions. As we can see from the regression, employee multitasking negatively and significantly affected service quality ($\beta = -0.487$, $P = 0.000$). Thus, these results indicate that the more staff multitasked, the lower the service quality perceived by guests. These findings have implications for hotel management to balance employee workload so that service quality is not compromised.

Keywords:

Employee Multitasking; Service Quality; Guest Perception; Star-Rated Hotels; Digital Transformation.

1. INTRODUCTION

Digital technology is developing, in hotels star rated 5 stars change operation ways and method of service provide their guest. With digital systems, however, employees are required to multi-task in terms of managing the online bookings and customer requests while communicating between departments. This has led to multitasking practices becoming way more prevalent in our day-to-day work lives. While this method is said to be more efficient in doing the job. However, employees' attention can be divided when it comes to the guests and this could lead to a drop in service quality. The quality of service is very important in deciding guests' satisfaction and loyalty. The risk of mistakes, slower communications and less effectiveness in work is significantly increased when employees need to juggle between multiple tasks at the same time. Such a situation might change the guest's views regarding how far such conditions would mark professionalism and reliability of service within their experience with or at the hotel. Exploring how guests make sense of service quality changes are worth to study. The findings of this research are likely to assist hotel management in formulating operational policies that can help balance the use of digital technology with service interaction quality.

From a work psychology perspective, multitasking behavior is related to cognitive load and work stress from an employee's perspective in terms of work psychology. Sulaiman and Winata (2025) highlight that

increased job demands with unbalanced management will affect the quality of task performance; opportunities for quick operations performed correctly or accurately can result in faster service delivery, but good relationships become less frequent. This becomes critical in star-rated hotels where not only the technical aspects of service but also the personal experience is important. If employees are required to multitask, they may lose focus on guest needs and be less attentive, thus decreasing the perceived service quality message. Shifting service patterns during the digital transformation era also affect guest evaluations of service quality. As shown by research by Manadake, Lagarene, & Sinolungan (2026), guest perceptions are influenced by experiences during the service process and can be directly linked to interactions using digital platforms such as online travel agents. Where digital systems become part of employee work activities, opportunities for multitasking expand. This can impact service consistency through direct interactions and in digital management or guest requests. Furthermore, Goh and Baum (2021) argue that employee working conditions influence the way service is delivered. With increased work demands, there may be a lack of employee engagement when interacting with guests. Under these circumstances, guests' evaluations of service quality decline when they don't receive the level of service expected from a star-rated hotel.

The dynamics of public policy, the need to adapt, and environmental changes continue to shape or even reshape the hospitality landscape. Star-rated hotels must develop operational resilience strategies for future competitive advantage (Widagdo, 2026). Such interventions typically result in higher workloads, such as assigning dual roles to individuals. This condition effectively encourages the use of multitasking to keep everything running, even if it may compromise service quality in practice. Furthermore, Khliefat et al. (2025) highlight the different implications of high work intensity in terms of the extent to which employees are supported by their organization. Adequate support allows employees to maintain and demonstrate creativity during service delivery. In contrast, high pressure combined with low support leads to detrimental interactions with guests. This situation applies to multitasking practices, as their behavior is entirely dependent on the work environment they receive. Additionally, the implementation of operational efficiency through lean approaches in hotel supply chains also influences employee work styles. According to Al-Aomar and Hussain (2018), human resource optimization is typically done after efforts to improve efficiency. This leads to an increased workload, forcing individuals to perform multiple tasks simultaneously. If not managed properly, this can impact guest perceptions of service quality in areas such as response speed, and more specifically, with the backdrop of increasing consumer expectations for the standards maintained at star-rated hotels.

Leadership style is related to the service performance of star-rated hotels. Ribeiro et al. (2020) state that by leveraging authentic leadership, we can not only strengthen service orientation but also encourage behaviors that enhance work commitment. Service to guests becomes more consistent when employees are more engaged with the organization. However, during digital transformation, the increased reliance on technology-based solutions for service often introduces more elements to handle simultaneously. As a result, employees' focus on direct service to guests gradually diminishes, leading to lower service quality. Changes in hotel business models also affect service delivery management. Iskandar and Hashim (2025) argue that business strategies based on digital distribution and trade network relationships are crucial for hotel performance. Employees are forced to be more responsive across various digital channels, such as reservation systems, online communication, or direct service. These increased demands often push employees to multitask. In such conditions, guests may notice delays in response time and a decline in communication quality. According to Rabiul et al. (2024), a psychologically safe environment facilitates the maintenance of work quality under service pressure. However, the relentless increase in multitasking load can begin to affect employees' ability to maintain service levels as expected. For example, even a 1% decline in service quality often leads guests to rate star-rated hotels negatively. Therefore, the transition in service is influenced by technological changes in the digital age and the multitasking behaviors of employees.

Employee multitasking in star-rated hotels during the digital transformation era is closely related to changes in the service quality perceived by guests. Employees providing services are increasingly pressured by workload, system integration, and a focus on operational efficiency. This affects response time, service accuracy, and the effectiveness of communication between staff during interactions with guests. Employees who multitask daily can impact service quality and create the impression that the hotel is understaffed, unprofessional, or even lowering its standards. These changes can lead guests to perceive a decline in the overall experience, which can damage the hotel's brand image. It is crucial to understand how multitasking affects the delivery of service as it directly influences how guests assess the quality they receive from a hotel. Therefore, guest perception research is essential because it provides insight into how these operational changes are actually affecting their experience. The results of such studies will enable hotel management to evaluate their performance in balancing operational needs with delivering high-quality service. These insights can serve as a foundation for improving training, driving operational strategies, and even helping manage technological integration to ensure that the guest experience remains a top priority in this fast-paced digital era.

2. RESEARCH METHOD

This study uses a quantitative method with an exploratory survey design to examine how employee multitasking affects service quality based on guest perceptions during the digital transformation era in star-rated hotels. We chose a quantitative approach because it allows for defining relationships between variables using a fixed numerical scale, providing structured data with statistical significance. Guest satisfaction is also a strong driver of loyalty and intention to return, making service quality crucial. According to Marthasaputra et al. (2023), Pezer et al. (2025), and Julita et al. (2022), service quality is the most important factor for guest satisfaction. Therefore, since guests are the ones who "experience" employee multitasking and incorporate this experience into their assessment of service quality, guest perception is the primary consideration in evaluating service quality. This research aims to provide a clear picture of how multitasking impacts the service quality perceived by guests.

PopulationThe population of this study is guests staying in star-rated hotels, which have already implemented digital systems as part of their service operations. A purposive sampling with specific criteria, where the respondents only include those who have at least 17 years old and had stayed in this hotel within one year prior to face-to-face interviews and has either interacted personally (directly) or indirectly through a call/online inquiries. Participants were selected against these criteria to ensure that the respondents had appropriate exposure based on previous experience with hotel services utilizing digital technology. The target number of respondents was between 150 and 200, to guarantee enough accuracy and representativeness. This sample size was seen as an optimal condition for achieving a statistically significant analysis, which would yield results more similar to real-world conditions. This method attempts to assemble a volume of data large enough to effectively portray guests' perspective regarding the service quality being offered by hotel workers who are multitasking.

The data used in this study includes an online survey with a five-point Likert scale ranging from strongly disagree to agree. The instrument consists of statements designed to assess performance related to multitasking and service quality. Multitasking is measured using several indicators: the multitasking index, followed by task completion speed and inconsistency. Service quality consists of several dimensions, such as reliability, responsiveness, assurance, care and empathy, and tangibles, which are frequently applied in hospitality research (Hamid et al., 2020; Fransisca, 2025). These dimensions offer a way to measure guest experiences, ranging from service reliability to team engagement. Food and beverage services during the stay also influence guest perceptions (Nurfadilah & Hadithya, 2024). The Likert scale allows for greater accuracy in measuring these constructs, enabling the capture of various guest experiences and perspectives. By highlighting the importance of multimodal practices and quality, this approach allows for a better understanding of how employee multitasking behaviors directly impact guest satisfaction in star-rated hotels. To create a robust dataset for analysis, the questionnaire was distributed to individuals who fit the predetermined sample.

The instrument used for this research was pre-tested to assess and validate its measurements before being distributed more widely. Validity testing was conducted using Pearson's Product Moment correlation to determine how each item in the questionnaire relates to the total score, reflecting how closely the questions align with the factors being measured. Subsequently, Cronbach's Alpha coefficient was used to perform reliability testing (to assess the internal consistency of the research instrument). A value of 0.70 or higher is considered to indicate consistency and reliability of the instrument. The data you collect will provide a foundation for analyzing this study, should validity and reliability testing need to be conducted for its complexity.

The explanatory analysis was conducted using univariate, bivariate (Kruskal Wallis Test), and multivariate techniques. The characteristics of respondents and response trends were described using descriptive analysis. To assess the impact of service quality from multitasking, we used simple linear regression and performed inferential analysis. Before conducting the regression analysis, classical assumption tests (normality test, heteroscedasticity test, and linearity test) were performed to determine if the data met specific requirements, allowing the quantitative analysis model to be applied. It is crucial to ensure the accuracy of these tests so that the regression results are representative and meaningful in interpreting multitasking behaviors among employees and their impact on service quality.

Hypothesis testing was conducted using significance values and regression coefficients. Employee multitasking impacts service quality if the significance value is less than 0.05. The strength and direction of the relationship are tested by the regression coefficient. Since service is connected to digital systems, guest perceptions serve as the basis for evaluation. According to Manadake, Lagarensen, and Sinolungan (2026), the digital systems used in service delivery also play a crucial role in the guest experience. Therefore, it is essential to understand the impact of multitasking on service quality in an industry that continues to embrace digital transformation.

Throughout the research process, the identities of respondents remained anonymous, and participation was entirely voluntary. All data collected was solely for educational purposes, and no privacy or ethical guidelines were violated. This study uses modeling methods to help establish empirical relationships between employee multitasking and service delivery in star-rated hotels, in line with the ongoing digital

transformation. By focusing on the dynamics, this research aims to make a significant contribution to understanding how multitasking behavior in hospitality practices affects guest experiences and overall service delivery, as operational protocols are increasingly influenced by technology. The findings are intended to provide valuable insights for future research and practical applications.

3. RESULTS AND DISCUSSION

3.1. Results

This study involved 172 respondents who met the criteria for purposive sampling. The criteria included being a guest of a star-rated hotel, being at least 17 years old, having stayed at a hotel within the past year, and having direct service experience with employees. The number of 172 respondents falls within the specified range of 150 to 200 for this research. This sample size was chosen to provide sufficient data for statistical analysis while maintaining a high level of representativeness. By meeting the inclusion criteria, the data from the respondents offer insights into how guests perceive employee multitasking in relation to service quality. The findings based on the behavior of this sample will lead to the analysis and conclusions drawn from this study.

3.1.1. Respondent Characteristics

The age distribution of respondents shows that the majority, 64%, are between the ages of 21 and 40, followed by 23% over the age of 40, and 13% under 21 years old. Regarding the frequency of stays, 58% of respondents had stayed at a hotel more than twice in the past year, while 42% had stayed once or twice. These results indicate that the majority of respondents have substantial experience with hotel services. The differences in age ranges and frequency of stays suggest that this group is diverse, offering a great opportunity for various perspectives on service quality, as well as how employee multitasking affects this type of consumer. Respondents with this level of experience are qualified to evaluate their hotel stay and service quality.

Table 1. Respondent Characteristics

Category	Number	Percentage
Age < 21 years	22	13%
Age 21–40 years	110	64%
Age > 40 years	40	23%
Total	172	100%

The characteristics of respondents based on age can be seen in Table 1. The percentage of older respondents, 64% of the study, are between the ages of 21 and 40; this figure significantly lags behind the older and younger respondents, with less than a quarter (23%) being over forty years old, which contrasts with the relatively low value for those under the age of twenty-one. The study involved 172 respondents with diverse backgrounds. The age distribution reflects a range of experiences and attitudes, contributing to key conclusions about the quality evaluation system in star-rated hotels from the perspective of employees.

3.1.2. Descriptive Analysis of Variables

In the descriptive analysis, employee multitasking had a high average multitasking score of 3.78. This indicates that guests often perceive employees performing multiple tasks simultaneously during service. Meanwhile, service quality was rated with a score of 3.41, placing it in the middle range. In many areas, there is a noticeable decline in service quality, particularly in direct interactions between employees and guests. In conclusion, while multitasking may be beneficial for efficiency, it can be detrimental to personalized service. Improvements are necessary to ensure that guests have an enjoyable experience.

Table 2. Average Scores of Research Variables

Variable	Mean	Category
Employee Multitasking	3.78	High
Service Quality	3.41	Moderate

Table 2 shows the average values for all research variables. Employee multitasking received an average score of 3.78, which is considered high, indicating that guests often observe employees performing multiple tasks simultaneously. On the other hand, service quality received an average score of 3.41, at a moderate level, which also indicates a noticeable decline, particularly at the direct points of contact with guests.

3.1.3. Analysis of Service Quality Dimensions

Based on the five SERVQUAL dimension's reliability, responsiveness, assurance, empathy, and tangibles service quality is measured in this section. The results show varying evaluations across these

dimensions. Scores were given for each dimension, with high scores indicating positive performance in a particular area (showing where the hotel offers value to guests), and low scores highlighting areas where improvements may be needed. Specifically, the responsiveness and empathy dimensions received the lowest scores, indicating that guests noticed longer response times or felt less attention was given to their individual interactions with hotel staff. These findings emphasize the need for improvements in these specific areas to enhance overall service quality and bridge the gap between guest expectations and their experiences.

Table 3. Average Scores of Service Quality Dimensions

Dimension	Mean	Category
Reliability	3.55	Moderate
Responsiveness	3.28	Low
Assurance	3.46	Moderate
Empathy	3.22	Low
Tangibles	3.53	Moderate

The average scores for each service quality dimension are presented in Table 3. Reliability was recorded at 3.55, indicating that hotel services are provided with moderate reliability. Responsiveness (3.28) and Empathy (3.22) received the lowest scores, suggesting that guests feel there is a need for improvement in response time to issues and in the individual attention given by staff members. Assurance and tangibles received average scores ranging from 3.46 to 3.53, indicating fairly good standards. These results highlight specific areas that the hotel needs to improve in order to serve guests better.

3.1.4. Validity and Reliability Test

The statistical statement items examined are all valid, as the correlation value (0.150) of r is above the table value according to the Pearson Product-Moment Correlation, indicating that the correct survey items were used in this study. The Cronbach's Alpha for employee multitasking is 0.82, and for service quality, it is 0.87, which reveals the reliability test of the data collection in this study. These values indicate that the instrument used in this study demonstrates good internal consistency. Cronbach's Alpha values above 0.70 are acceptable, and both scores indicate that the measurements are reliable for producing consistent results. Consequently, the data collected for multitasking and service quality can be relied upon for analysis.

Table 4. Validity and Reliability

Variable	Cronbach's Alpha	Description
Multitasking	0.82	Reliable
Service Quality	0.87	Reliable

Table 4, the results of the reliability test for the variables are presented. The Cronbach's Alpha for employee multitasking is 0.82, indicating that this variable can be considered reliable among the parameters used in this model. Similarly, the service quality variable shows a Cronbach's Alpha of 0.87 and is considered sufficiently reliable. This confirms the consistency and reliability of the measurement instrument for the variables.

3.1.5. Classical Assumption Test

The results of the normality test show a significance value of 0.200, which is relatively higher than ($p > 0.05$), indicating that the data is normally distributed. This ensures that the data is suitable for regression analysis in the subsequent stages. The heteroscedasticity test provided no evidence of deviation, suggesting that the variance is constant across observations, which is an important requirement for regression results. Additionally, the linearity test indicates that employee multitasking and service quality have a mutually beneficial relationship, allowing us to proceed with regression analysis. All of these results confirm that the data meets the prerequisites for conducting reliable regression analysis. When the assumptions of normality, homoscedasticity, and linearity are met, we can conclude that the analysis is robust, and the results can be trusted. Therefore, the data can be confidently used to test the hypothesis and examine whether there is a relationship between employee multitasking performance and service quality.

3.1.6. Simple Linear Regression Analysis

Simple linear regression for employee multitasking and the proposition of service quality value. This methodology can be used to evaluate the relationship between the independent variable (multitasking) and the dependent variable (service quality). Through regression analysis (which can even identify the relationship between the two variables and the positive or negative effects multitasking has on perceived service quality), we will determine if this is true. The results of this analysis can help provide a better understanding of whether multitasking behavior affects the overall guest service experience and how it is impacted by it. This will contribute to the body of knowledge regarding improving operational efficiency and delivering better service in star-rated hotels.

Table 5. Simple Linear Regression Test Results

Variable	Coefficient (β)	t-Statistic	Sig.
Constant	4.215	8.432	0.000
Employee Multitasking	-0.487	-6.215	0.000

The regression coefficient of 0.487 means that the higher the employee multitasking ability, the lower the perceived effective service quality by guests, and vice versa. The significance value of 0.000 ($p < 0.05$) indicates that this effect is statistically significant. This suggests that multitasking has a significant impact on service quality and also implies the need to manage practices in this area if guest satisfaction is to be maintained or improved.

3.1.7. Coefficient of Determination

The R-squared value of 0.36 indicates that employee multitasking explains 36% of the variation in service quality. This suggests that multitasking has a moderate impact on guests' perceptions of service quality. The model only explains 36% of the variation, leaving 64% influenced by other factors. Examples of these factors include the ambiance of the space, guest expectations, or other operational aspects that affect service. The R-squared value highlights that, in addition to multitasking efficiency impacting the formation of service quality, variables such as food and beverage facilities or aesthetics are important components of the holistic guest experience in star-rated hotels.

Table 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square
1	0.600	0.360	0.355

Table 6 presents the coefficient of determination for the model. The R value of 0.600 indicates a moderate correlation between employee multitasking and service quality. The R Square value of 0.360 shows that 36% of the variation in service quality is explained by multitasking. The Adjusted R Square value of 0.355 adjusts for the number of predictors, offering a more accurate representation of the model's fit.

3.2. Discussion

The research results indicate that employees' multitasking ability affects service quality in star-rated hotels. The negative relationship means that the higher the multitasking, the lower the perceived service quality by guests. This aligns with work psychology expertise, which states that high cognitive load is considered to reduce concentration and accuracy in execution, ultimately lowering service quality (Sulaiman & Winata, 2025). This issue is particularly important in star-rated hotels, where service quality largely depends on face-to-face interactions between employees and guests. Staff balancing multiple different roles may forget important details for guests because they are now trying to handle everything at once, rather than focusing and being thoughtful in each interaction, leading to slower responses and a less personal experience. Since service quality is one of the most crucial elements in achieving guest satisfaction and loyalty, the research results suggest that while multitasking may improve operational efficiency, it can negatively impact the overall guest experience. Hotel management is trained to handle this, as employee multitasking and balancing workloads can maintain service quality over efficiency. Finding this balance is essential for a positive guest experience and long-term success in the hospitality industry.

The characteristics of the respondents, especially returning guests, indicate that evaluations are based on more than one experience. This enhances the accuracy of their perception of service quality. Service quality is crucial in determining guest satisfaction, and modifications in the service process can trigger significant changes in overall evaluation. Since guests who stay at hotels more frequently have experiences beyond just the room, their assessments reflect a better understanding of the service and operations. This is important because guest loyalty and satisfaction depend on consistently delivering excellent service. Repeated interactions with hotel staff allow guests to form a more holistic perception of service quality, compared to isolated interactions. Research conducted by Marthasaputra et al. (2025) also supports Julita et al. (2022), which emphasizes the important role of service quality in influencing the overall guest experience. The findings strengthen the understanding that modifications in service delivery can have long-term consequences on guest perceptions, highlighting why hotels need to continuously monitor their service procedures and implement changes as needed.

In the descriptive analysis, employee multitasking can be classified as high, with an increasing demand to handle multiple tasks simultaneously. The integration of digital systems combined with multiple service channels puts employees under pressure to simultaneously coordinate aspects such as reservations, communication, and operational coordination. According to Iskandar and Hashim (2025), digital distribution-based strategies enhance operational activities, resulting in an increase in employees' workload intensity. As digital tools become more integrated into hotel operations, employees are likely to handle multiple tasks at once; all of this increases their cognitive load and stress levels. Multitasking can certainly make things more

efficient, but it carries the risk of diminishing the ability to complete each task with the desired level of service quality. The conclusion from these findings is that, although multitasking can be key to operational success, hotel management must balance the workload appropriately to avoid negatively impacting the guest experience.

Service quality is rated at a moderate level, with deterioration in some aspects. The dimensions of responsiveness and empathy received lower scores than the others. The low score in responsiveness indicates a slow response to guest needs, which can lead to dissatisfaction and discomfort. On the other hand, the low empathy score suggests a lack of warmth in handling, as if the service lacks a human touch, which can make guests feel undervalued. Both of these aspects are crucial components of the guest experience, as responsiveness relates to how quickly the hotel meets guest needs, while empathy speaks to the emotional connection between staff and guests. A decline in these areas can significantly impact guest satisfaction and reduce the likelihood of guests returning. As noted by Hamid et al. (2020), responsiveness and empathy are particularly important for guest loyalty. When guests feel that their important needs are not met in a timely manner or that staff lack empathy, they may choose another hotel for their next visit. These findings suggest that considering changes in responsiveness and empathy could improve overall service quality and customer retention.

The decline in the empathy dimension indicates that the interactions between employees and guests are not sufficiently effective. When employees are required to handle multiple tasks simultaneously, the quality of communication typically decreases. According to Goh and Baum (2021), high work pressure reduces employee engagement in service delivery. Over time, employees become less engaged, which also diminishes the quality of their interactions with guests. Guests feel that their needs are not fully met, leading to dissatisfaction. The decrease in engagement and empathy will impact guest loyalty and their intention to return. To provide quality service, hotel management must successfully balance workload and employee engagement. By eliminating unnecessary multitasking from employees' responsibilities, they can focus on providing undivided, individualized attention, which is essential in enhancing guest satisfaction and strengthening their attachment to the hotel. The element of empathy in service interactions is crucial for creating an unforgettable guest experience.

Meanwhile, the reliability, assurance, and tangibles dimensions show relatively stable values. This shows that the service aspects based on procedures and operational standards can still be maintained. Fransisca (2025) explained that the quality of services supported by systems and procedures tends to be more consistent, despite work pressure. However, in-person interaction remains the most vulnerable part to changes in the quality of service.

The functionality regression reveals a significant impact of employee multitasking on high service quality. Since the significance value is less than 0.05, we can confidently say that there is strong statistical support for this relationship, which should also be quite evident from our correlation coefficient! The negative regression coefficient indicates that the higher the level of multitasking, the worse the observed service quality. The R-squared value of 0.36 shows that employee multitasking can explain 36% of the variation in service quality. This percentage highlights that other elements also affect service quality. According to Nurfadilah and Hadithya (2024), consumption experience is a key factor influencing the perception of service quality, which includes product quality and overall service interactions.

Digital transformation in the hospitality sector has changed the way employees work. While technology has made companies more efficient, its wider adoption has added to the already heavy workload of employees. According to Al-Aomar and Hussain (2018), they highlight how efficiency improvements through lean methods can lead to workforce optimization. Although this increases productive capacity, it also puts additional pressure on employees to multitask. Widagdo (2026) emphasizes that adaptability is crucial when changes occur in the industry, especially in the context of running operations in star-rated hotels. With the growing adoption of digital tools spreading across daily hotel operations, employees must adapt and respond quickly to new processes and technologies. Adaptability is key to ensuring smooth operations while also guaranteeing the best service. The implementation of technology must be accompanied by employee workload management, allowing them to grow the business without experiencing burnout. The hospitality sector is most affected by this rapid change, making it essential to quickly and efficiently adapt to new technologies in order to avoid being overwhelmed.

The research indicates that among various relevant factors, organizational support plays a crucial role in maintaining employee performance amidst multitasking demands. Khelifat et al. (Crossover, 2025) state that organizational support helps employees perform to their full potential and develop better coping skills to manage work pressure. An increased workload can negatively impact service quality without adequate support. Leadership is another key component in the service experience. According to Ribeiro, Duarte, and Fidalgo (2020), authentic leadership fosters service orientation and employee commitment to their work. Rabiul et al. (2024) emphasize that a psychologically safe work environment supports employees in maintaining performance quality, especially in the face of inherent complexity and relational service tasks. Beyond internal factors, guests and customers also shape perceptions based on service experiences related to digital systems. Manadake et al. (2026) show that guests' impressions of service quality are influenced by

interactions conducted through digital platforms. Digital services are often complemented by direct face-to-face service; therefore, the guest experience must be consistently managed across both channels.

Employee multitasking plays a crucial role in influencing service quality in star-rated hotels during the digital transformation era. While operational efficiency improvements are important, they must be balanced with effective workload management, organizational support, and strong leadership. Service quality is not only determined by systems and facilities but also by employees' ability to provide attention, responsiveness, and effective communication with guests.

4. CONCLUSION

The results of this study highlight the important role of employee multitasking, as it has a significant impact on service quality in star-rated hotels. This relationship is negative: as multitasking behavior increases, guest perceptions of service quality decrease. The average score for high multitasking in non-service dimensions was at a moderate level. This indicates a mismatch between resources and the demands for operational efficiency, compared to high-quality service interactions with employees. Service quality is now notably worst in the dimensions of responsiveness and empathy, which received the lowest scores. This refers to staff response speed and the personal touch extended to guests. In a multitasking environment, employees perform many tasks simultaneously, which can interfere with response times and communication between shifts. On the other hand, due to the standardized nature of operations in the service industry, these dimensions are more stable. The coefficient of determination shows the strongest multicollinearity for multitasking with a 36% impact on service quality. This suggests that service quality is driven not only by workload but also by organizational support, operational systems, and leadership. Therefore, more focused workforce management is needed to maintain service quality. The practical implication is the need for a balanced workload distribution and adequate organizational support. Digital technology must be accompanied by operational policies aimed at providing more time and encouragement for employees to focus on delivering excellent service to customers. These measures are crucial for maintaining the expectations of star-rated hotel standards and ensuring established customer satisfaction.

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