

Exploring the Use of PMS in a New Hotel: A Case Study in Nio Garden Hotel Sumbawa

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ABSTRACT

Purpose: This study investigates how the implementation of a Property Management System at Nio Garden Hotel Sumbawa influences the efficiency of Front Office operations and the overall quality of guest service. It seeks to understand the extent to which early adoption of a digital management platform can support a new hotel in a developing tourism region.

Research methods: A qualitative case study approach was employed. Primary data were gathered through a semi structured interview with the Front Office Manager. Secondary data comprised a thematic analysis of twenty nine guest reviews sourced from Google Review, Booking.com, Tiket.com, and Agoda.com. The property management system under study is Atlantis.

Results and discussion: The system has improved the speed and accuracy of reservation handling, check in and check out procedures, billing, and room status management. Nevertheless, challenges persist in the assignment of rooms under maintenance, uneven integration of payment methods in the restaurant, and lapses in communication that affect breakfast availability and guest notifications. These findings indicate that while the system has potential, full optimization is hindered by staff learning curves and partial deployment of key features.

Implication: To maximize the benefits of a property management system in small or family-owned hotels, continuous staff training, deeper integration across all hotel departments, and proactive digital communication strategies are essential. This will lead to more consistent service delivery and higher levels of guest satisfaction.

Keywords: Front Office Operations, Guest Satisfaction, Property Management System, Thematic Analysis

INTRODUCTION

Tourism in Indonesia has increasingly expanded beyond traditional destinations such as Bali and Jakarta (Fadli et al., 2022; Sianipar et al., 2021), with rising attention directed toward lesser-known regions like Sumbawa, an island in West Nusa Tenggara (Juliansyah et al., 2024; Pamungkas & Sesanti, 2023; Soepriyanti et al., 2023; Tajidan et al., 2024). Sumbawa offers scenic landscapes, coastal charm, and cultural richness that are gradually drawing interest from both domestic and international travelers (Qodri et al., 2024;

Suprianto & Saputra, 2023; Tahir et al., 2023). As this tourism momentum grows, the region's hospitality sector must evolve to meet guest expectations while simultaneously building professional infrastructure (Kyfyak & Kyfyak, 2024; Redmond & Sharafizad, 2020; Sampaio et al., 2024). A crucial element in this growth is the emergence of new hotels (Wei et al., 2022), which often operate with limited resources but are expected to deliver service quality comparable to more established competitors (Kolodiziev et al., 2024).

One such establishment is Nio Garden Hotel, a three-star property located in Sumbawa Besar nearby the Sultan Muhammad Kaharuddin III airport, which began operations in mid-2024 (Nio Garden Hotel, n.d.). With 26 rooms, a swimming pool, and an on-site restaurant, the hotel positions itself as a modern choice for travelers in a developing destination. Despite being newly established, the hotel has shown a proactive stance by implementing a Property Management System (PMS)—specifically, a system called Atlantis—as part of its initial operational setup (Atlantis Systems Asia, n.d.). This early adoption of digital tools reflects an effort to standardize procedures and optimize service delivery from the outset (Dhiman & Anand, 2015; Nirmala, 2021).

A PMS is a core technological platform in hotel management, designed to integrate multiple operational functions—such as reservations, billing, guest check-in and check-out, housekeeping coordination, and reporting—into a single system (Abukhalifeh & Pratt, 2022; Sutrisno et al., 2023). Within the Front Office Department, which serves as the first and last point of contact for guests, a PMS facilitates real-time communication across departments, enhances workflow efficiency, and supports a structured service process (Nirmala, 2021; Sutrisno et al., 2023). For newly opened hotels, this type of system can provide a critical foundation for managing daily activities and accelerating staff adaptation to standardized hospitality procedures (Murphy, 2013).

However, the success of PMS implementation is not solely determined by system capabilities (Dhiman & Anand, 2015). Factors such as staff familiarity with the software, infrastructure limitations, and the clarity of operational procedures significantly influence whether the PMS delivers its intended benefits (Guo et al., 2023; Widagdo & Roz, 2024). While technology can streamline internal tasks, service quality—particularly in hospitality—is still judged by guest perception, which depends on the seamlessness, warmth, and reliability of their interactions (Lei et al., 2025; Roy & Pagaldiviti, 2024). Therefore, an effective PMS must not only improve efficiency but also support service standards that directly shape guest experiences (Anwar et al., 2024).

In the case of Nio Garden Hotel, despite the integration of digital systems, early guest feedback presents a mixed picture (Google Reviews, 2025). As of April 2025, the hotel has received a Google Review rating of 3.9 out of 5, suggesting that operational improvements have not yet fully translated into consistently high customer satisfaction (Cho et al., 2024; Fan et al., 2022; Vo et al., 2022). Online guest reviews—often influenced by tangible elements like room cleanliness and amenities, as well as intangible aspects such as staff friendliness and responsiveness (Morishita, 2023; Permatasari et al., 2025)—offer valuable insights into the real-world impact of technological adoption on service delivery.

Implementing a PMS in a new hotel environment brings both opportunities and vulnerabilities (Abukhalifeh & Pratt, 2022). On the one hand, it introduces a structured system that supports accuracy in booking, billing, and interdepartmental coordination (Sutrisno et al., 2023). On the other hand, the

early phase of hotel operations often involves lean staffing, evolving standard operating procedures, and a learning curve that may limit the system's effectiveness (Guo et al., 2023). These conditions can create a gap between what the system is designed to deliver and what actually occurs in practice.

In a digital era where online guest impressions significantly influence a hotel's reputation, the ability to align back-end operational efficiency with front-end service quality becomes essential (Anwar et al., 2024). While automation and system integration may improve internal consistency, the ultimate measure of success lies in the guest's experience (Praharaj et al., 2023). If the use of technology fails to enhance service touchpoints that guests perceive and value, it may not be enough to build trust, satisfaction, or loyalty, especially for hotels in their formative stages (Sumali et al., 2024; Yang et al., 2021).

This study seeks to explore the use of PMS in the daily operations of Nio Garden Hotel's Front Office and examine its relationship with early-stage operational challenges. Through a qualitative case study approach, the research investigates how the system is utilized, what benefits and limitations are encountered, and how these elements might relate to the hotel's guest experience outcomes. This paper try to correlate the connection between adoption of a Property Management system and Online Guest Reviews through interview and thematic analysis.

The novelty of this research lies in its contextual focus: a newly opened hotel in an emerging tourism destination adopting digital systems from inception. While most academic literature explores PMS in large or well-established hotels (Dhiman & Anand, 2015; Murphy, 2013; Nirmala, 2021; Sutrisno et al., 2023), this paper contributes to understanding how small, start-up hotels in less-developed areas experience and adapt to technology-driven hospitality management. It highlights how early digital adoption interacts with local constraints, guest feedback, and organizational growth in the formative stage of hotel operations.

RESEARCH METHODS

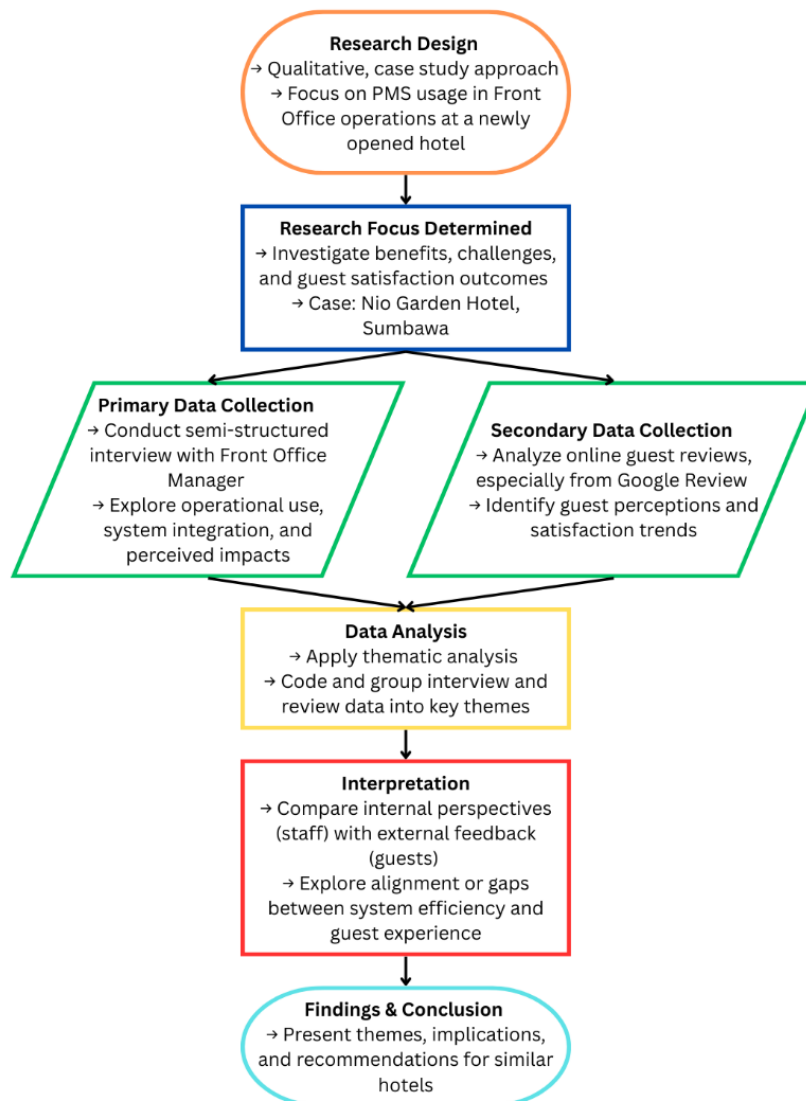


Figure 1. Research Methods Flowchart
[Source: Processed Data (2025)]

This study employs a qualitative case study approach (Çakar & Aykol, 2021) aimed at understanding the implementation and impact of the Property Management System (PMS) within the Front Office operations of a newly established hotel. The focus of this research is on exploring the experiences of key operational staff regarding the use of the PMS, identifying both the benefits and the challenges in its daily application, and examining how these factors may influence guest satisfaction. The inquiry is designed to capture the nuanced dynamics between digital technology adoption and service delivery through detailed, context-specific insights.

Primary data were collected through a semi-structured interview (Creswell & Creswell, 2018) with the Front Office Manager of Nio Garden Hotel. This key informant was chosen due to their comprehensive involvement in daily operations and intimate knowledge of the PMS integration process (Lokot, 2021). The interview aimed to elicit in-depth perspectives on how the PMS facilitates

operational tasks, the challenges encountered during the early stages of system usage, and its perceived impact on service quality and guest experiences (Aung et al., 2021).

Data analysis was carried out using thematic analysis (Naeem et al., 2023), which involved coding and identifying patterns from the interview transcript and connecting these findings to the themes emerging from online guest reviews, particularly from Google Review, Agoda.com, Booking.com and Tiket.com. By triangulating the internal operational perspectives provided by the Front Office Manager with the external feedback from guests, the study seeks to construct a holistic understanding of how the PMS influences both the efficiency of internal processes and the overall guest experience.

RESULTS & DISCUSSION

Nio Garden Hotel Sumbawa

Nio Garden Hotel officially opened on July 5, 2024, in Jl. Kerangka Baja, Brang Bara, Kec. Sumbawa, Kabupaten Sumbawa, Island of Sumbawa Besar, Nusa Tenggara Barat. This hotel offered a total of 26 guestrooms across four room categories: Standard, Superior, Deluxe, and Junior Suite. Each room type is equipped with standard amenities such as air conditioning, a flat-screen television, a water kettle, and a full set of toiletries, with higher room categories providing additional features like a minibar, sofa bed, and bathtub. The hotel also offers several public facilities including a swimming pool, rooftop area, garden, restaurant, ballroom, and meeting rooms. To support operational management across departments, Nio Garden Hotel has adopted the Atlantis Property Management System (PMS) since its early operations, integrating it into key departments such as Front Office, Housekeeping, F&B, Back Office, and Purchasing.

The implementation of PMS Atlantis at Nio Garden Hotel plays a critical role in streamlining front office operations, facilitating processes such as reservation management, check-in and check-out, guest billing, and real-time room status updates. The system is integrated across departments, enabling efficient communication between the Front Office, Housekeeping, and Accounting teams. Staff members involved in Front Office operations—including receptionists, concierge staff, reservation agents, and guest relation officers—are trained and authorized to access the PMS to manage guest data and service coordination. The PMS also contributes to operational control by securing key issuance, managing billing processes, and supporting service consistency across shifts. While the hotel has successfully implemented the PMS to improve daily operations, it continues to monitor the system's performance and recognizes the need for periodic upgrades and staff training to ensure long-term efficiency and service quality.

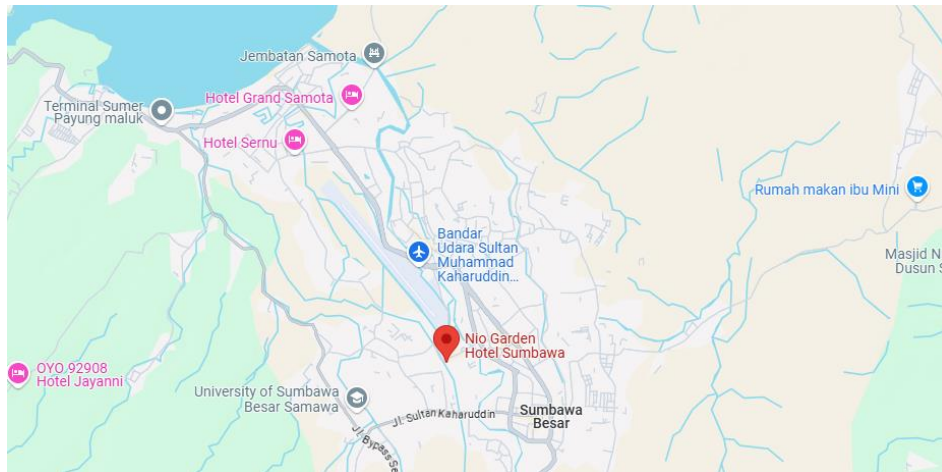


Figure 2. Google Map Screenshot of Nio Garden Hotel Location
[Source: Google Maps (2025)]

Front Office Operations at Nio Garden Hotel

The Front Office at Nio Garden Hotel is responsible for a range of core functions that center on guest arrivals, stays, and departures. Its main functions include managing guest check-ins and check-outs, handling reservations from both direct and OTA channels, providing guest services, coordinating with other departments, processing billing, and maintaining accurate guest records. The check-in process follows a clear sequence—welcoming the guest, verifying identification, entering data into the PMS, assigning a room, issuing a keycard, and briefing the guest on hotel amenities and schedules. Similarly, the check-out process involves greeting the guest, confirming room status with Housekeeping, settling any outstanding charges, and finalizing the departure in the PMS .

Central to these operations is the Atlantis PMS, which offers real-time room-status updates, guest data management, automatic key-locking/unlocking, deposit tracking, and seamless communication between Front Office, Housekeeping, and Accounting. Access to the PMS is granted to key staff roles—namely the Front Office Manager, Front Desk Supervisor, Receptionists, Guest Relations Officer, and Reservation Agent—ensuring that those who directly handle guest interactions can update and retrieve information instantly. Bellboys, whose duties focus on luggage assistance, do not have PMS access but rely on the department’s coordination to serve guests effectively .

On a day-to-day basis, Front Office personnel prepare and maintain their workstations, continuously monitor incoming bookings, coordinate room readiness with Housekeeping, and update the PMS to reflect any service requests or changes. Despite these efficiencies, staff face several challenges: the system’s complexity can slow operations until users are fully proficient; heavy reliance on the PMS means that network or hardware instability directly impacts service; and ongoing staff training and periodic system upgrades are necessary to keep pace with evolving operational needs. Addressing these challenges is critical to leveraging the PMS’s full potential and sustaining high levels of guest satisfaction .

Thematic Analysis of Guest Reviews

Below is a table that integrates the thematic analysis of 29 guest reviews from Google Reviews, Booking.com, Tiket.com, and Agoda.com extracted on April 2025, showing both positive and negative aspects and relating them to the potential impact or role of the PMS in Nio Garden Hotel, a newly established hotel in Sumbawa.

Table 1: Thematic Analysis of Guest Reviews

Theme	Positive Reviews	Negative Reviews
Hotel Facilities	<ul style="list-style-type: none"> • Guests appreciate clean, modern, and spacious rooms, with overall positive remarks on upkeep and strategic location (e.g., “Bagus”, “Tempat yang bagus dan bersih”). 	<ul style="list-style-type: none"> • Some issues with room functionality (e.g., TV malfunctions, missing work desk) and instances where rooms under maintenance were still allocated, suggesting that room status updates may not be fully synchronized.
Food & Beverage	<ul style="list-style-type: none"> • Positive comments on the quality of food, with praise for the restaurant experience and occasional mentions of excellent coffee and tea, highlighting a strong F&B offering. 	<ul style="list-style-type: none"> • Complaints about breakfast running out early and limited options, along with the observation that F&B payments are accepted only in cash—indicating potential gaps in integrating restaurant operations and payment systems with the PMS.
Swimming Pool	<ul style="list-style-type: none"> • The swimming pool is generally well-received for its appeal and view, contributing positively to the overall guest experience. 	<ul style="list-style-type: none"> • Reports of poor pool maintenance (dirty conditions, overcrowding, or misuse of the space for swimming lessons) and issues such as the absence of pool towels, which may reflect shortcomings in scheduling or facility management functions offered by the PMS.
Service & Staff	<ul style="list-style-type: none"> • Many reviews highlight friendly and helpful staff, suggesting that interpersonal service is a strong point for the hotel. 	<ul style="list-style-type: none"> • Negative feedback includes check-in delays, miscommunication about room status (such as unexpected upgrade charges) and shuttle service problems, which could be linked to the early-stage adaptation of the PMS and staff training challenges.

Pricing & Value	<ul style="list-style-type: none"> Some reviews note a good price-performance ratio, and a few find the pricing to be affordable relative to the provided services. 	<ul style="list-style-type: none"> In contrast, other guests find the prices too high for the perceived quality, indicating a discrepancy between cost and the service outcomes—possibly due to inefficiencies or incomplete integration of pricing and revenue management features within the PMS.
Payment Options	<ul style="list-style-type: none"> (Few positive comments, suggesting that for most guests the basic process is acceptable.) 	<ul style="list-style-type: none"> A noted limitation is that the restaurant requires cash-only payments, potentially inconveniencing guests and reflecting a gap in the digital payment integration within the PMS.
Noise & Atmosphere	<ul style="list-style-type: none"> Some aspects of the hotel's atmosphere, such as its modern look and design, receive positive attention. 	<ul style="list-style-type: none"> However, issues like continuous music from early morning or noisy environments (e.g., live music and a crowded pool area) detract from the guest experience, indicating that while the PMS may help with operational tasks, it doesn't control environmental factors that also affect guest satisfaction.

[Source: Google Reviews, Booking.com, Tiket.com, & Agoda.com (2025)]

Optimalization of PMS in Small Hotel Operation

Nio Garden Hotel, a newly established and family-owned property in Sumbawa Besar, has implemented a Property Management System (PMS) since its opening to manage operations across departments. Guest reviews, however, reveal a range of service inconsistencies that indicate the PMS's functions are not yet fully optimized. Issues such as assigning rooms under maintenance, broken amenities, and missing room features point to insufficient coordination between the Front Office, Housekeeping, and Maintenance teams. A fully integrated PMS enables real-time tracking of room status, allowing staff to update, block, or reassign rooms that are out of service before guests check in. This coordination helps ensure that rooms are consistently cleaned, inspected, and service-ready, reducing complaints related to physical conditions.

The PMS also plays a significant role in supporting food and beverage service. Several reviews mentioned dissatisfaction with the breakfast experience, such as items running out early or limited availability. When integrated with a point-of-sale (POS) system, the PMS can assist with monitoring restaurant inventory, forecasting demand based on occupancy, and reducing stock-outs by aligning production with expected guest volume. Furthermore, guest charges from the restaurant, minibar, or other outlets can be automatically posted to room

folios, reducing billing errors and improving payment accuracy. For a small hotel like Nio Garden, such integration streamlines F&B operations and enhances the guest experience by ensuring food availability, faster billing, and seamless cross-department coordination.

Guest communication is another area where PMS capabilities can significantly improve service delivery. Reviews of Nio Garden pointed out instances of miscommunication, such as unexpected upgrades or unfulfilled shuttle requests. A PMS with automated guest messaging and profile tracking allows hotels to send real-time updates and reminders about room readiness, transport schedules, and special requests (Abukhalifeh & Pratt, 2022). Moreover, staff can access guest preferences—such as bed type, dietary needs, or past complaints, helping them personalize service and reduce misunderstandings. Automating these communications also supports consistency even when staffing is minimal, which is a common challenge in newly established, smaller hotels.

Pricing and payment-related feedback also highlight the importance of PMS optimization. Some guests perceived the room rates as too high relative to the quality delivered, while others expressed frustration over limited payment options, especially at the hotel's restaurant. A PMS helps standardize pricing across all booking channels, ensuring transparency and accuracy. With centralized rate control, the hotel can manage seasonal adjustments, discounts, and promotions more consistently. On the payment side, connecting the PMS with digital payment gateways allows guests to use various payment methods, including credit cards, and enables restaurant purchases to be charged directly to guest rooms. For hotels in smaller cities, this flexibility improves financial transparency and reduces friction in the guest journey.

CONCLUSION

This study examined the early adoption and operational impact of the Atlantis Property Management System (PMS) at Nio Garden Hotel, which commenced operations on July 5, 2024. Through a semi-structured interview with the Front Office Manager and thematic analysis of 29 guest reviews, we found that PMS functions—automatic key locking, reservation and deposit management, real-time room-status updates, and integration with Housekeeping and Accounting—substantially streamlined Front Office workflows and centralized data across all departments. At the same time, guest feedback highlighted persistent service gaps—rooms under maintenance being assigned, breakfast shortages, cash-only restaurant payments, and communication lapses—that point to underuse of PMS modules and insufficient staff training. Early technical challenges, including system complexity and internet instability, also limited the PMS's full potential.

To address these issues, Nio Garden Hotel should implement regular system upgrades, deliver targeted staff training on advanced PMS features (Yulius et al., 2019), and embed PMS workflows into clear standard operating procedures. Leveraging maintenance-management tools would prevent out-of-order rooms from being booked; integrating the PMS with the restaurant's POS would ensure consistent breakfast availability and seamless billing; and activating automated guest messaging would keep guests informed about shuttle schedules, room readiness, and special requests. Centralized rate control via the PMS would eliminate pricing discrepancies, while digital payment integration would remove the cash-only constraint. Monitoring key performance indicators—

such as room-ready times, stock-out incidents, and guest satisfaction scores—will enable the hotel to track improvements over time. Future research might assess the longitudinal effects of these interventions or compare PMS adoption in similar small hotels across emerging destinations. By optimizing its PMS implementation, Nio Garden Hotel can bridge the gap between internal efficiency and guest-perceived service quality, laying a foundation for sustainable growth in developing tourism markets.

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