Family and Work Role Conflicts of Hotel Employees' with its Impact on Guest Relations

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Abstract:
The current empirical swot examines the "habitat- job interface" dimension of quality of work life (QWL) of the hotel front line employees, and assesses the collision between the work role and family role variables that are positively related to emotional exhaustion. As a result, the service attitude towards the guest is affected adversely, directly hitting on the major revenue generator i.e. the Guest. Findings show that Work-family conflict negatively associates with job satisfaction. "Receptiveness" is simply a constituent of service viewpoint that is not substantially opinionated by the job environment. "Complaint management" has a finer influence on guest gratification than any other service attitude. This study reveals chief areas where the hotel workers articulate their discontent.

Keywords: Motivation, Attrition, Work culture, QWL, Service quality, Professional Approach, Employability, Service Triangle, decision making process

1. Introduction

As the time, has passed by over the recent years there has been a large change in the concept of hospitality. Hospitality can no longer be distinct merely for providing food and refuge to gratify essential requirements. Hospitality is a harmonious mixture of tangible and intangible components- food, beverage, beds, ambiance and environment, and behaviour of staff. Presently, there are a lot of hotel companies that have diversified and stretched their accommodations and services. But, in order to truly succeed, companies must consistently meet or exceed customer's service needs and expectations.

Customer service is the set of actions preformed in a company that act together to make sure their satisfaction with the company's products or services. This perception is one of the most admired industry topics today. The hotel business is expected to offer the best value for money to the guests by contributing best services and a reminiscent experience back home. The Irony of the Hospitality Sector is that here employees are so busy as per the hotel no time bound schedule that they hardly get the time to see their family or socialize. The constant work pressure to consider the guests as Gods "Athithi Devo Bhava" or to consider the guest always right is so high that QWL directly affects their attitude with the people they deal with i.e. the guests. Guest Satisfaction is the essence and life line for the hotel industry to flourish. QWL here is critically analyzed by each hotel employee as we cannot think of improvement in the guest satisfaction without improving the Quality of Work Life of the workers.

1.1. Development of Hotels in India

Before World War2, most hotels in India were urbanized in locations that were frequented by the British and Indian upper classes. This period saw the development of hotels being undertaken by individual British and Indian entrepreneurs, with only a few companies owning hotels in India, such as The Taj Group--Indian Hotel Company (owned by J. R. D. Tata) and Faletti's Hotel, East India Hotel - Oberoi Group.

The significant hotels that were built during India's British period were:

> ➢ Rugby, Matheran (1876)
> ➢ Taj Mahal Hotel, Mumbai (1900)
> ➢ Grand, Calcutta (1930)
> ➢ Cecil, Shimla and Muree (Hill station in Punjab, Pakistan) (1935)
> ➢ Savoy, Mussoorie (1936)

After independence in 1947, the hotel industry had a period in which developments took place. Upon his arrival from the Non-Aligned Movement Conference in 1956, Late Pundit Jawaharlal Nehru, then Prime Minister of India, recognized that tourism could be a mechanism for the country's economic growth and was motivated to build class hotels in India for visiting foreign dignitaries. This led to the first-ever government venture in the hotel industry with the construction of the Ashoka Hotel in New Delhi.

The India Tourism Development Corporation (ITDC) was set up in 1966 as a corporation under the Indian Companies Act of 1956, with the merger of Janpath Hotel India Ltd. and India Tourism Transport Undertaking Ltd. Today, ITDC provides a whole variety of tourism services, including lodgings, catering, and leisure and shopping, hotel consultancy, duty free shops, and an in-house travel organization.

The government gave the tourism industry another boost when it created the Ministry of Tourism and Civil Aviation in 1967, separating it from the Ministry of Transport and Shipping, thereby recognizing that tourism was not simply about transporting people from point one to point two but had a much wider role to play in the nation's economy. Concurrently, Rai Bahadur M. S. Oberoi, Chairman of East India Hotels Ltd., was expanding his empire by constructing first modern multi-story hotel in New Delhi. The Taj Mahal Hotel in Bombay was the next to follow this trend in 1970 when it adopted an Inter-Continental hotel franchise for its new hotel in Bombay. Simultaneously, the Oberoi Tower Hotel under construction in Bombay entered into a franchise and management agreement with Sheraton. Holiday Inn also made its entry into India through franchising its hotel project in Bombay. In 1975 ITC launched its hotel trade with the acquirement of a hotel "Hotel Chola" in Chennai. This was the commencement of the systematic forecast, designing, decorating, and furnishing of hotels in India, along with the setting up of systems for functioning various departments in a hotel. The training of administrative and other staff members was an important boost in India's hotel industry today.

Over the years, the Indian hotel industry has achieved a noteworthy altitude of mellowness, and the majority of the chief hotel chains have successfully established explicit brands to aim diverse segments of the market. For example, East India Hotels (The Oberoi Group) has the Trident brand of hotels targeting the business segment and the Oberoi brand in the 5-star-deluxe segment. International chains such as Kempinski, Carlson Group, and Inter Globe have adopted the strategy in India that they follow globally for entering the budget business segment with their Radisson, Park Plaza, Country Inns, and IBIS Brands, respectively.

Hotel chain	Brand
Indian Hotel Company	Taj (including Taj residency, Taj Gateway, Taj Palace)
East India Hotel	Oberoi, Trident.
ITC Hotels	Welcome Group, Fortune.
Kempinski	The Leele Kempinski
Carlson Rezidor	Radisson, Radisson Blu, Park Plaza, Park Inn, Country Inn Resorts.
Hotel Corporation of India	Centaur Hotels.
Indian Tourism Development Corporation	Ashoka
Star wood	Luxury Collection, Westin, Sheraton, Le Meridian, Four Points by Sheraton and Aloft.
Bharat Hotels	The Lalits

Table 1: Top Hotel chains and Brands in India

2. Review of Literature

2.1. Importance of Quality in Hospitality

Hotel is People's Industry. Facility is produced and performed by people (service providers) for people (Guests). What makes service exceptional and unforgettable is a series of actions participated by a range of enthusiastically implicated and capable personnel. Quality Guest Service must be guest-driven and guest-focused so that Total Guest Satisfaction can be achieved. Companies in the tourism industry struggle to accomplish Total Guest Satisfaction as their primary objective of hotel success because they realize 'satisfied' guests are the true asset of the companies. Although the capital investments on hotels, attractions and other tangible products, it is the people (the service providers) that makes the difference.

Guests can decide what kind of goods or services they want to have but service providers have no choice of their Guests. Service Providers are there to meet all kinds of guests from all walks of life and from all parts of the world. These guests are diverse in nationalities, genders, ages, life-styles, cultures etc. Quality guest service must be performed not only with 'smiles' but more important with 'sensitivity'. All service providers must be trained to be vigilant and prepared to act in response to different situations and to different guests. The attitude of positive guest relationship is vital and to exercise this belief every service provider must develop an optimistic outlook towards the guests. In addition, they have to identify their important roles and responsibilities. The slogan 'Athithi Devo Bhava' which means 'guests are like God' accurately represents the reality that Indians have been extremely welcoming people and this inclination is still present in contemporary India.

The front line or guest servicing staffs has the accountability of establishing good rapport with the guests in order to safeguard business. Welcoming is the first response of staff to expand his/her hospitality to patron who walks into the place of work. Exercising Quality guest service depends on many factors; the most significant being our compassion in dealing with the guests. This is reflected in the "Service Triangle":

Karl Albrecht's (1988), "Service Triangle," has become a popular symbol of the important elements needed in order to achieve service excellence. It is a visual illustration of the whole service management philosophy, and is recognized world-wide (Albrecht, 1990).

The "Service Triangle" involves three essential parts.

1. A vision or strategy for the service product.
2. Customer oriented front-line people.
3. Customer friendly systems.

Each factor focuses on the centre element, the Customer/Guest. Also, it is important that all three factors execute together in order to preserve a high level of service quality. Evidently, the customer is the spirit of all actions. They are the "heart" of the model. It is imperative for an organization to know their customer, so that they understand them and fulfil their needs.

The employees in the front office is often the first people, new guests meet on arrival. Front Office staff deals with reception, reservations and handling guest inquiries/complaints in conjunction with all other departments in the hotel like room service, housekeeping, maintenance departments (Malhotra 2002). Housekeeping department is vital for any hotel and plays a key role in the organization (Bhar 2006). Housekeeping staff daily comes across guests and they work as the front line of defense (Bhar 2007). The staff of the house keeping relies on a team of room attendants to clean bedrooms and bathrooms, replenish consumables such as toiletries and beverage items and service public areas. Their work involves ensuring that appropriate standards of cleanliness are achieved and that the fabric and fixtures of guest rooms and public areas are well maintained (Malhotra 2002). In the food and beverage service department, the employees have to coordinate with the production department and guest for providing prompt and quality services to the guest. They have to be calm and pleasing at all times during their interaction with the guest. They need to be tactful in dealing with guest moods and complaints and provide quality services at all times. The role of the staff in the food and beverage production department is changing. He is business manager, cost controller, image builder, brand ambassador etc. of the hotel he represents. They have a role in deciding about the kind of equipment to be used in kitchens. They have to develop fresh menu, schedule expertise and have to cultivate a slick flow of merchandise and supplies in the kitchen and has to be vigilant about hygiene and cleanliness (Gill 2007).

2.2. Challenges in Hotel Industry of Shimla

Hotels are labour-intensive and workers outline the centre for delivering quality services. But, high employee turnover is witnessed in this industry (Mehra, 2006). Besides this even the hospitality graduates have an aversion towards entering the hospitality industry (Kusluvan and Kusluvan, 2000), due to the poor working conditions (Kang and Gould 2002). Such dissatisfaction has been found to have a negative influence on service quality (Varca 1999) and is known to augment turnover intention among employees (Yu, 1999). In the light of the foregoing concerns in the hotel industry, inducting quality into the work lives of hospitality employees is essential and inevitable. As employees have certain expectations when they join an organization (Woods, 1993), exploring individuals' perspectives of work and life issues before they enter the workforce can provide insights into factors that affect them (Cleveland et al, 2007).

2.3. Low Salary Packages

The hotel industry is consistently coming across manpower crisis particularly at entrance and low-ranking executive levels. Almost all of the students, who pass out from institutes, are not enthusiastic to work for the budgeted hotels. They in fact are interested to opt for overseas jobs, cruise liners, and airlines, which offer striking compensations. This has formed a major trouble for hoteliers to employ qualified employees at entry level. Estimates disclose that an assistant housekeeper with minimum two to three years' practice on the cruise lines makes about INR 85,000/- a month. An assistant front office receptionist for the same liner, with some familiarity, will get about INR-75,000/- a month. Otherwise the salary structure for these two positions in would be around INR- 14000/- and 12,000/- per month respectively. Today, attrition in hotels is not limited exclusively to the grass root level. With a huge number of fresh properties on the anvil and rewarding opportunities in other service segments, the toss at senior levels is also happening. In order to handle, hotel chains are putting preservation programmes in place. At this point in time, manpower crisis - especially skilled and trained manpower, is the chief concern. Mere escalation of catering institutes and colleges will not be enough. The industry has to look into the ways on how to catch the attention of good aptitude and how to keep hold of existing talent.

S. No	Job title	5-star hotel	Airline	Cruise liner	Retail Segment
01	Front desk operation (fresher)	INR- 12,000/- Pm	INR- 22,000/pm	INR- 75,000/pm	INR- 25,000/pm
02	Food & Beverage service staff (Fresher)	INR- 14,000/-pm	INR- 25,000/pm	INR- 32,000/pm	INR- 30,000/pm
03	Kitchen Staff (Fresher)	INR-12,000/-pm	INR- 20,000/pm	INR- 35,000/pm	N/A
04	Housekeeping (Fresher)	INR-14,000/-pm	INR- 18,000/pm	INR- 85,000/pm	INR- 20,000/pm

Table 2: Variation in the Salary Packages
Source: Offer letters from Hotels, Jet Airways, Star Cruise line & DLF Mall

2.4. High Rate of Employee Attrition

Most of the new comers join the industry at levels of operational trainees, front or back office management staff, in kitchen or service commits but not many continue for a longer time. They move on either to some other state or industries like Banking, Call centres or other sales profiles even into the automobile companies. Furthermore, they discover improved opportunities in the West Asian and European countries as well. UK and Dubai are two most popular destinations for joining the food industry. The industry is trailing its professionals from the top management levels as well. The attractive salaries offered to the top-level management employees to work as trainers for good institutions and catering colleges has worked magnificently to make then leave the hotels. Most of the students, after their industrial training during the second year of their hotel management course, decide not to join the hotel industry. A hotel management aspirant finds a big gap in between the expectation and perception of this industry. On the other hand, if we see the Tourism and Travel Industry, the freshers are given better compensation and superior working schedules. The resolution is to evaluate

salaries with other service industries and take remedial steps. The employees should be allowed flexi timings to work so that they get to rejuvenate their energy levels to service better.

2.5. Lack of Job Satisfaction in all Levels of Hierarchy
Satisfied employees provide a higher level of external service quality, the service experience that customers receive and evaluate, which leads to increased customer satisfaction (Arnett, Laverie & McLane, 2002; Griffith, 2001; Heskett, Sasser, & Schlesinger, 1997; Johnson, 1996; Ryan, Schmit & Johnson, 1996; Spinelli & Canavos, 2000). Arnett, Laverie and McLane originated that worker satisfaction level is correlated with optimistic employee conduct during his shift timings with the customers. Generally, of the subordinate or grass root level employees articulate their views that they are not actually happy with the category of job they do. There are quite a few factors liable for this utmost rate of disappointment. Society plays a key role in this regard. Lack of self-respect, lack of respect from others, peculiar working hours, Poor pay packages, over physical strain and want for better career development contributes to the premier rate of Job frustration between the Hotel workforce. As added quantity of employees is required at the lower level jobs, and the applicants who actually apply are not many, it makes the hotel Human Resource department to maintain the existing manpower with no career growth hence leading to attrition. Most of the catering Institute students from Shimla are not interested to join the hotel Industry at the entry level job positions back here because of the work culture and the poor pay packages. In spite of Shimla being one of the most happening tourist destinations in the country it still does not hold the local trained students back home and they go ahead to the neighbouring states in search of better job prospects.

2.6. Lack of Other Jobs Opportunities in Shimla
Shimla does not actually have many job opportunities for the Hotel Management pass outs. It is the fact that the other job options available in the market at present for the hotel Management graduates or diploma holders with better pay scale and work timings attract them very much. For example, Retail market segment, Airlines, Cruise lines etc. These sectors of industries offer better pay package and it is considered as lucrative and also makes them feel respected by the society. (Dr. S. J. Manjunath) (2011). Following table shows the comparative analysis of the pay package offered by other career options available to students outside Himachal Pradesh.

3. Hypothetical Analysis
The crunch of sufficient number of employees in all the departments of Hotels replicates the kind of quality service being offered to the guest on arrival. In addition, the employees who are already working will have to work more than the specific time frame which would in turn make them less prolific and also to negotiate on the standard operating procedures to be followed. Therefore, it will have an unfavourable brunt on overall guest satisfaction. Employability of the available Human resources with Hotels and the multiple options available for the hotel employees with better pay package and other benefits in other sectors will force the hotel Management to compromise on the quality of the service standards and personnel, which would reflect in the overall customer satisfaction Index. (Dr. S. J. Manjunath) (2011)

4. Data Analysis
Out of 200 questionnaires to the hotel employees and 100 to the Guests, 157 and 62 filled questionnaires were received back respectively and the analysis of the same is given below.

4.1. Reason for Joining Hotel Industry
71 % of the employees opined that they have joined the Hotel Industry because they did not get any other option in Shimla. These were the people who said they have family issues in going out of the state and hence they are doing what is available for them here. 22 % of the employees said that they like Hotel Industry, 04 % expressed that they don't know and 01% stated that they are looking forward to get into the Govt Setup of HPTDC hotels and 02 % had opined that ARE GAINING experience before going abroad for better prospects.
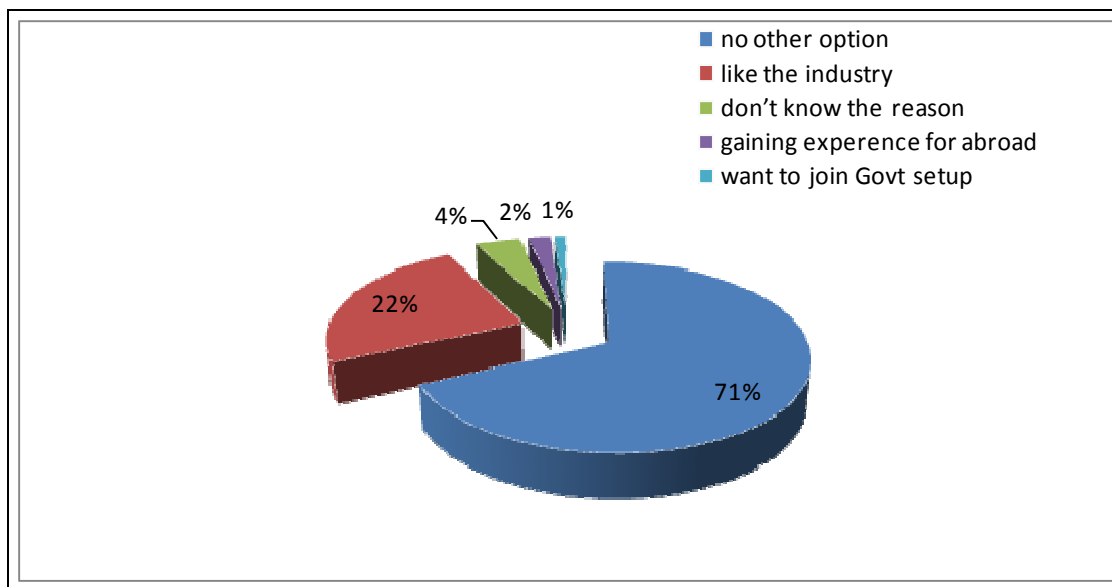
Figure 1: Reason for Joining Hotel Industry

4.2. Induction Program

30% of the employees say they are satisfaction from the induction program conducted by the hotels for the period of their early stage of employment. 32 % employees do not have any opinion on Induction program. 20% of employees did not undergo any such program. 18% of the workers said that they are not satisfied with their hotels Induction program.

4.3. Working Hours of the Hotel

50% of the employees are of the opinion that they are satisfied with existing structure. 48% of these employees are interest in doing straight shifts and 02 % of the employees were not interested to comment.

4.4. Salaries and Other Remuneration Offered

86% of the employees are of strong opinion that salary and other remuneration in the Industry are not acceptable. 13 % of the employees are satisfied with the present pay scale and 01% doesn't have any comments.

4.5. Employee Participation in Decision Making Process

A major chunk of 72% employees were not the part of any kind of decision making process. Only 21% employees were taking part in this process and 75% workforce had no comments to this questions.

4.6. Overall Guest Satisfaction

On a Likert scale of five 46% guests said they were very satisfied with the services offered to them. 24% guests were somewhat satisfied, 16 % and 13% were dissatisfied and very dissatisfied and 1 % guests had no comments for this.
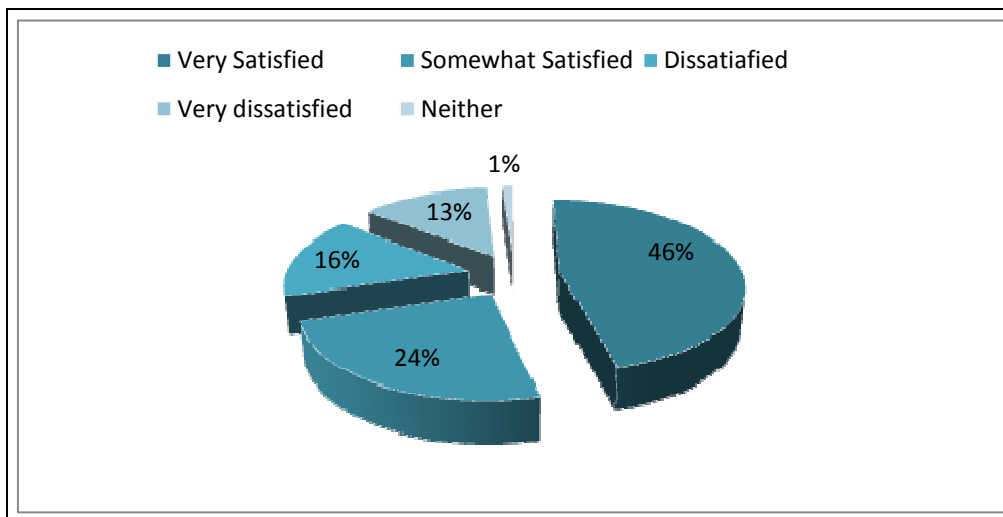

Figure 2: Overall guest satisfaction

4.7. Reasons for Not Enjoying the Stay
The percentage of the guests who did not enjoy the stay in the hotels was majorly due to the attitude of the staff. 76% guests were not happy due to the bad attitude of the employees. 9 % were disappointed with the food, 4% did not like the location of the hotel and 11% guests had other reasons.
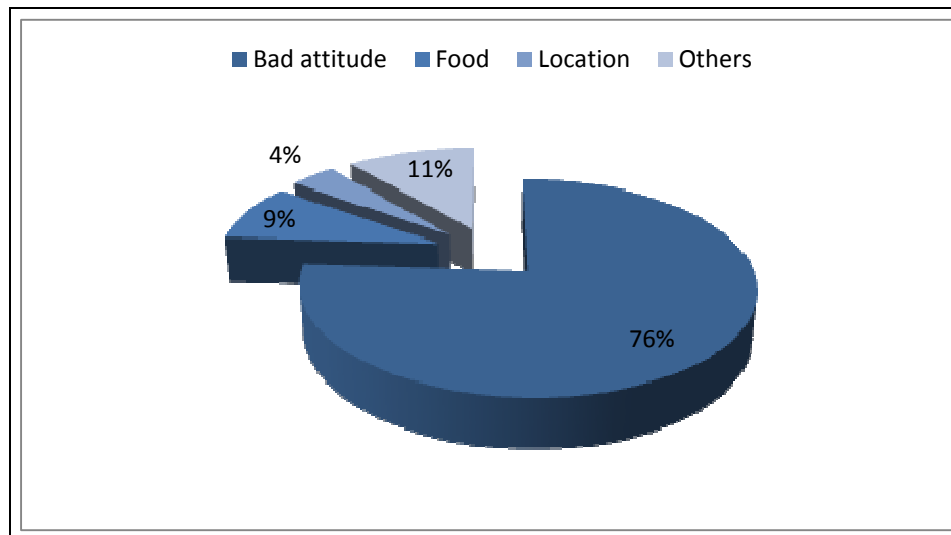

Figure 3: Reasons for not enjoying the stay

5. Conclusion
Findings from this study indicate that factors that are affecting the work life in the hotels including salary, hours of work, training, accommodation facility and motivation contributes to a complete healthy work environment. If the employee is emotionally stress out he tends to reflect that on the services he provides to the guests. In accord with prior findings that when employees perceive themselves as treated well by the organization, they tend to respond with extra-effort, positively contributing to their job performance (Organ, 1988), and results in quality services from the employees (Roadhes and Eisenberger, 2002). The stress is on providing the customized service to pick up on the market share by acquisition on the customer's conviction. The crack between the international and Indian chains in terms of presentation capacity is sinking. As the international companies in hotels and restaurant segment are coming to India, this space would further reduce and styles of serving in this sector would become more close to international standard. The sector is largely targeting for the customer satisfaction, improving and providing quality and personalized services as strategic objective. The human behaviour is the main distortion factor in the performance measurement system. The cost based strategy is mostly adopted by the companies in hotels to achieve the stated objectives. Most important performance indicator for this sector is customer satisfaction. Customer behaviour, competition level, change in business objectives and approach have all combined in such a way to make the change in business system in the hotel industry India. (Dr. S. J. Manjunath) (2011). Out of 157 employees who participated in the study, the maximum dissatisfaction was reflected on the salaries and other benefits offered at present, and out of 62 guests who were generous enough to report their stay were not happy due to the bad attitude of the staff members towards them. Since Hotel Industry is a complete service oriented Industry, Job satisfaction of the individuals concerned in the procedure of offering services and facilities to the customers are extremely essential in terms of achieving finest patron contentment. As a result, it is vital to focus more on cultivating an inclusive strategy and specialized and qualified employee managing structure to diminish the highest attrition velocity existing in the Hotel Industry especially in a place like Shimla, and also to have more trustworthy and dependable workers who enjoy elevated self esteem, an optimistic attitude and a professional approach in the direction of their career in the hospitality Industry. In addition, the pay package existing in the industry at present is out dated and too low to attract the people of high calibre.

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