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A Study on Staff Responsiveness Inclination in Hotels After Covid -19

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Abstract

The staff responsiveness will decide the fate of any service industry in the world. During corona time the hotel staff is not daring enough to meet visitors directly to engage them as they do in normal condition. After, Covid-19 the tourism sector also gaining its charm back with most promising sector in Hyderabad. Tourism and hospitality industry thrives on the patterns of visitations and considerable efforts are placed by decision makers to attract visitors to support the sector and enhance the multiplier effect from the industry. But due to the ongoing situation travel restrictions are being observed at national and international levels. These travel bans, border closures, events cancellations, quarantine requirements and fear of spread, have placed extreme challenges on tourism and hospitality sectors). Air travel, for instance, has been regarded as an amplifying and accelerating factor for influenza and this segment has witnessed significant curtailments as the need of personal safety and survival has become pivotal It has also prominently reduced the need for leisure travel and search for hedonistic getaways. Despite the enormous blow, the sector is salvaging resources and ways to remain afloat for now, be it sturdier negotiations with suppliers for mutual sustenance, extensive cost reduction practices, or minimum mandatory period for accommodation bookings when visiting tourism destinations. Correspondingly, accommodation providers have extended support, mostly at some price, for those needing isolation during quarantine period and to those who are involved in treating COVID patients and cannot return to their usual place of residence.

Keywords: Staff Courtesy, Empathy, Guest Behaviour, Ambiance

Introduction

Tourism is termed as a complicated psychological process (Cutler and Carmichael, 2010) and the impacts of SARS are also primarily psychological in nature (Wen et al., 2005). The former SARS outbreak was spread across different countries including China, Hong Kong, Taiwan, Canada, Singapore and many more. In terms of the impacts of SARS on hospitality and tourism, various studies have been published (refer to Table 1). The tabulated review is based on the select papers that concern hospitality and tourism in the light of health crises that impacted the industry to various degrees. To that end, most relevant studies accessed through databases like Scopus, Google Scholar, Science Direct were utilised. Although the researches on varied impactful health crises in tourism and hospitality literature have been proliferating from past few decades (Barrows et al., 1996; Palmer, 1988; Ladki, 1994; Smith and Goss, 1993), to compile the review table only select relevant studies from post-SARS period were considered.

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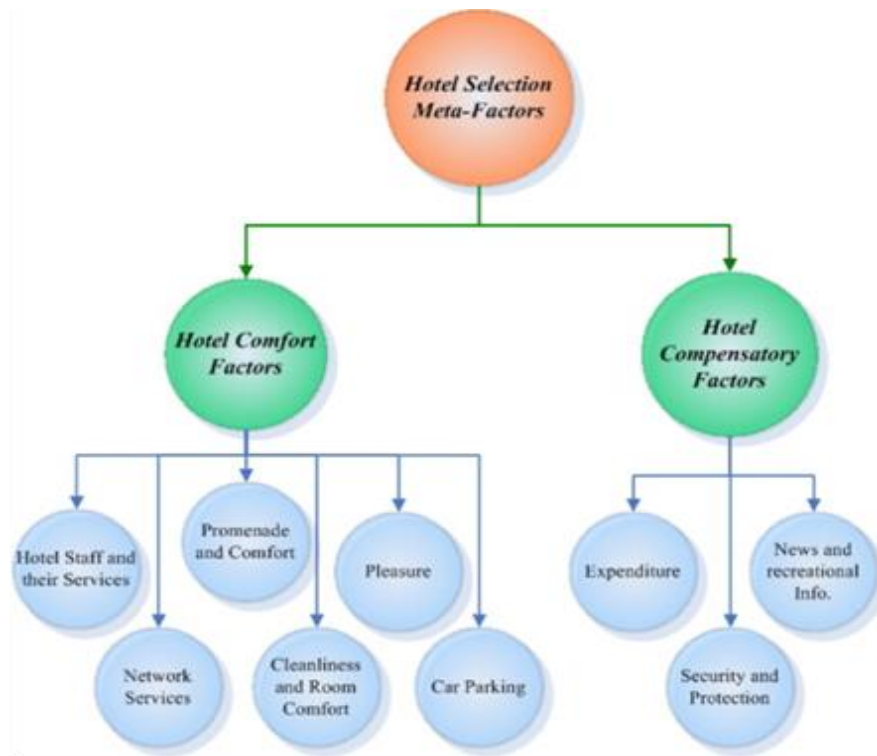
Source: Babak Sohrabi et. Al (2012)

The impacts of earlier SARS outbreak on hotels in Hong Kong were severe, so much so that the staff were asked to take annual leaves, probationers and contract employees were terminated, and banks were appealed for loan repayment deferments for making way to pay for the employee salaries (Pine and McKercher, 2004). Similarly, on the financial front, Chen et al. (2007) identified that Taiwanese hotel stocks performance were acutely impacted during the same outbreak that triggered panic among shareholders and confirmed extreme fragility of the hotel businesses toward epidemics and also signalled at the ominous consequences of future outbreaks. The confidence building measures among investors and minimisation of panic and uncertainty, were among some measures indicated in the study (Chen et al., 2007). Dombey (2004) noted several changes that previous SARS outbreak brought about in China. This involved increased sense of hygiene at the restaurants, heightened sense of physical activities and reduction of spitting habits for healthy surroundings, regularising of temperature examination in schools and improved health services in hospitals (Dombey, 2004). Malhotra and Venkatesh (2009) contrasted the preparedness for SARS outbreak between Thailand and Hong Kong, and found Hong Kong's response to be better in containing the detrimental effects of the disease. They also accentuated on the framework proposed by Pacific Asia Travel Association (PATA) to address the eventualities. The framework included reduction (early warning signs detection), readiness (related preparedness), responses (operations during eventualities), and recovery (studier attempts to return to normalcy).

Literature
The main objective of this paper is to explore the Staff responsiveness practices that hotels are using to manage their employees during COVID-19. The second focus of this study is to investigate the wellbeing of employees working in hotels during COVID-19. The media has reported that layoffs and the psychological impacts of COVID-19 lead to stress, depression, and loneliness (World Health Organization, 2020). This study is relevant because it is imperative to identify and frame innovative Staff responsiveness practices and unique dimensions of these practices during a crisis. The study builds an understanding of the factors that impact the wellbeing of employees. By understanding these factors, hotels can design practices and processes that increase employee wellbeing (Teo et al., 2019). Employee wellbeing in hotels is significantly more important than that in other sectors because the positive experience of customers depends on the positive state of hotel employees (Karatepe, 2013). This study also responds to the call to investigate the relationship between HRM and employee wellbeing in the hospitality sector (Teo et al., 2019). Despite an increase in research examining the impact of HRM practices in the hospitality sector, there remains a significant gap in the HRM literature on this sector (Kloutsiniotis and Mihail, 2020). Further, the investigation of HRM practices under contexts of uncertainty is limited (Sanyal and Sett, 2011).

We address our research objectives by applying the tenets of the job demands-resources model (Demerouti et al., 2001) and wellbeing (psychological wellbeing and subjective wellbeing). The job demands-resources model (JD-R model) is based on the premise that various types of job characteristics can be classified into two categories that differ in terms of their effects. Job demands are "physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs" (Demerouti et al., 2001, p. 501). Job resources are "physical, psychological, (i.e., cognitive and emotional),

and social, or organizational aspects of the job that may do any of the following: (1) be functional in achieving work goals, (2) reduce job demands at the associated physiological and psychological costs, and (3) stimulate personal growth and development" (Demerouti et al., 2001, p. 501). The model predicts outcomes through two dual processes: (a) the health impairment process, where job demands predict job strain, which in turn predicts organizational outcomes, and (b) the motivational process, where resources predict engagement, which in turn predicts organizational outcomes (Demerouti et al., 2001).

This study will make a significant contribution to both theory and practice. First, this study responds to the call by several scholars for the investigation of HRM in hotels (Hewagama et al., 2019) and employee wellbeing (Steverink et al., 2020). Lockyer and Scholarios (2004) argued that HRM practices provide a strategic edge to hotels in all functions and consequently influence hotel operations. The role of HRM is critical during COVID-19 because HRM practices determine how employees cope with uncertain work environments (Salanova and Schaufeli, 2008). We integrate tenets from the JD-R model to develop a conceptual framework that delineates the mechanisms by which different factors impact employee wellbeing. Consistent with this theory, our work is positioned within an environmental context of the COVID-19 pandemic. By doing so, we advance scholarly understanding of Staff responsiveness practices and employee wellbeing, particularly in situations characterized by high levels of threat and lack of control (e.g., pandemics, wars, and natural disasters). COVID-19, unfortunately, is here to stay until 2021 as per the WHO, and a quick assessment of wellbeing factors will have implications for practitioners in mitigating the negative impact of the pandemic. This paper first presents a review of the literature on the employee response in India, the impact of COVID-19, Staff in the hospitality sector.

Objectives
1) To examine the staff courtesy towards guests in hotels.
2) To study various responsiveness inclination factors followed in hotels.

3) To determine most influencing staff responsiveness factors in hotel sector.

Hypothesis
H_{01}: There is no significant relation between gender of the guest and employee responsiveness for their requirements in hotel.
H_{02}: There is no significant association between age of the Guest and in- time responses by staff to fulfill their needs.
H_{03}: There is no strong association between Income of the Guest and fair billing system by staff for their services.

Sample
Reputed 10 'Three Star Hotels' in Hyderabad which are in hospitality service from last 15 years are considered as sample for the proposed study, hotels like ITC Kakatiya, Western Ashoka and Katriya Hotels are name a few are considered as sample.

Sample Size
A sample of 100 Hotel customers opinion was considered for data collection with the help of questionnaire in various above listed Hotels in Hyderabad.

Data Analysis: Factor Analysis (Staff Responsiveness Factors)		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.756
Bartlett's Test of Sphericity	Approx. Chi-Square	737.830
	df	66
	Sig.	.000

The KMO value is 0.651 >06. Bartlett's Test of Sphericity indicates a measure of the multivariate normality of set of variables (Sig. value is less than 0.05 indicates multivariate normal and acceptable for factor analysis). Both the sampling adequacy and Bartlet's values are statistically valid. The below variance matrix indicating 70.68 % (statistically 60% variance valid) variance on tested variable, i.e 30 % of other factors are influencing to decide favorable farming conditions factors.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.261	35.506	35.506	4.261	35.506	35.506	3.887	32.391	32.391
2	2.992	24.936	60.442	2.992	24.936	60.442	3.341	27.838	60.229
3	1.222	10.186	70.628	1.222	10.186	70.628	1.248	10.399	**70.628**
4	.703	5.858	76.486						
5	.650	5.415	81.901						
6	.548	4.563	86.464						
7	.497	4.139	90.602						
8	.388	3.229	93.831						
9	.349	2.908	96.739						
10	.199	1.655	98.394						
11	.137	1.144	99.538						
12	.055	.462	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component		
	1	2	3
Dress Code	.163	.642	.227
Neat Premises	.047	.720	-.071
Smiley Welcome	.168	.770	-.114
In time response	.108	**.801**	.002
Sanitization	.055	.710	-.039
Hygiene premises	-.184	.752	.139
Check in waiting	.800	.300	.009
Check out waiting	.919	.103	-.086
Empathy	-.108	.039	**.924**
Fair Billing	**.940**	-.023	-.061
Clean Beds	.876	.055	-.346
On phone service	.795	-.042	.415

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

The above Rotated component matrix filtered (Based on Eigen values which is greater than 1) 03 factors among all tested 12 factors which are impacting factors to improve employee / staff responsiveness in
hotel sector.

The first influencing factor is fair billing system by front office executives depending on some time adjustments and second factor is In time response to visitors whenever they requested items and services and final factor is empathy courtesy by service boys, by knowing our needs and preferences and act accordingly.

H_{01}: There is no significant relation between gender of the guest and employee responsiveness
for their requirements in hotel.

Gender * Taste Cross tabulation

Gender		Taste					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Male	Count	36	23	1	0	0	60
	% within Gender	60.0%	38.3%	1.7%	0.0%	0.0%	100.0%
Female	Count	14	15	3	1	7	40
	% within Gender	35.0%	37.5%	7.5%	2.5%	17.5%	100.0%
Total	Count	50	38	4	1	7	100
	% within Gender	50.0%	38.0%	4.0%	1.0%	7.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.046[a]	4	**.112**
Likelihood Ratio	19.826	4	.001
Linear-by-Linear Association	16.022	1	.000
N of Valid Cases	100		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .40.

From the above table chi square is significant (sig. value is > 0.05), Accept null Hypothesis. i.e, irrespective of Gender of the Guest, the hotel staff are responding fair and proper manner for guest needs and requirements in the Hotel.

H_{02}: There is no significant association between age of the Guest and in time responses by staff to fulfill their needs.

Age (In Years)		Quality					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
15-20	Count	8	11	2	2	0	23
	% within Age	34.8%	47.8%	8.7%	8.7%	0.0%	100.0%
20.1-25	Count	11	40	8	3	0	62
	% within Age	17.7%	64.5%	12.9%	4.8%	0.0%	100.0%
25.1-30	Count	0	4	0	0	9	13
	% within Age	0.0%	30.8%	0.0%	0.0%	69.2%	100.0%
Above 30	Count	1	1	0	0	0	2
	% within Age	50.0%	50.0%	0.0%	0.0%	0.0%	100.0%
Total	Count	20	56	10	5	9	100
	% within Age	20.0%	56.0%	10.0%	5.0%	9.0%	100.0%

Extraction Method: Principal Component Analysis.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	72.413[a]	12	**.000**
Likelihood Ratio	53.148	12	.000
Linear-by-Linear Association	15.021	1	.000
N of Valid Cases	100		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .10

From the above table chi square is significant (sig. value is < 0.05), Reject null Hypothesis. i.e, the hotel staff has some partiality with reference to age of the guest, where depend on the various aged people the staff are serving food and other needs in the Hotels.

H_{03}: There is no strong association between Income of the Guest and fair billing system by staff for their services.

Income		Brand					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Below 3 lakh	Count	21	39	8	3	9	80
	% within	26.2%	48.8%	10.0%	3.8%	11.2%	100.0%
3-6 Lakh	Count	3	7	0	0	5	15
	% within Income	20.0%	46.7%	0.0%	0.0%	33.3%	100.0%
6-9 Lakh	Count	0	1	1	0	1	3
	% within Income	0.0%	33.3%	33.3%	0.0%	33.3%	100.0%
Above 9 Lakh	Count	0	2	0	0	0	2
	% within Income	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
Total	Count	24	49	9	3	15	100
	% within Income	24.0%	49.0%	9.0%	3.0%	15.0%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.124[a]	12	**.436**
Likelihood Ratio	13.718	12	.319
Linear-by-Linear Association	1.661	1	.197
N of Valid Cases	100		

a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .06.

From the above table chi square is not significant (sig. value is > 0.05), Accept null hypothesis. i,e the income of the Guest will have certain impact on billing by staff where they are charging more bill for some high end customers depending on their spending patterns.

Discussion of Results
Quality of food and friendliness, it seems that both internal and external information sharing are important. Antecedents of customer responsiveness, and hence satisfaction and loyalty. The result of this survey showed that responsiveness would influence organizational performance in terms of hotel revenue, innovation, learning, complaints and error. This finding provides evidence to managers about the significance of being customer responsive to their organizational performance. The current generation of employees is emotionally invested in supporting less privileged people. Therefore, investing in society can indirectly help hotels by increasing employee wellbeing through building goodwill among employees, leading to increased performance.
The selection of the most appropriate hotel entails a rather complicated decision-making process. A comprehensive hotel selection model can empower the hotel managers, the tourists, and the tourism industry to make decisions based on more effective indicators of high-quality services for a higher rate of satisfaction. The purpose of this research is to deeply explore the broad literature and to identify the most significant hotel selection indicators and factors in Tehran hotels and to present a comprehensive model through an exploratory factor analysis of the extracted indicators so as to provide the managers and tourists with a firm ground for making better decisions regarding the indicators of hotel selection. Promenade and comfort, security and protection, network services, pleasure, staff and their services, news and recreational information, cleanliness and room comfort, expenditure, room facilities and car parking were identified as the main hotel selection factors of Tehran hotels. Afterwards, another factor analysis has been done in order to extract the next hidden set of factors within the aforementioned factors which return two main factors of "Hotel Comfort Factors" and "Hotel Compensatory Factors". Following the creation of the final model and based on the intrinsic vagueness of decision making in the process of selection, a set of fuzzy membership functions for the extracted factors has been provided. A highly valuable soft skill is responsiveness, which refers to how quickly, appropriately, and efficiently employees follow up with those seeking assistance or input.

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