“To Critically Analyze the Role of the Stress of an Employee in Hospitality Industry and Its Impact on Job Performance at the Dawn of XXI Century”

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Abstract:
Hotel industry is the major component of tourism. Tourism is a dynamic, evolving, consumer driven force. Tourism is the world’s largest industry. The world’s leading industrial contribution is producing more than ten percent of the Worlds Gross National Product which equals the leading producer of tax revenue. Expected to grow faster than any other sector of worlds and India and provide skilled as well as unskilled employment.
Hotel industry is struggling to keep up with the rapid consumer growth, although numbers of hotels have begun to develop various programs to keep up with the same tempo. Researcher propose a framework for critically analyze the role of stress and its impact on job performance of the employees in hospitality industry. This research paper also discusses the issues associated with propose a roadmap for future research in this area.
Stress is everywhere, but as a relatively new phenomenon. The suffering induced by stress is no figment of the imagination but can we accurately examine the relationship between stress and ill-health. Whatever stress is, it has grown immensely in recent years, which brings us to question what is happening in society that is causing stress? The report shows that stress has
its greatest effects on those at the very top and those at the very bottom of the socio-economic ladder

The stress of people employed in the hospitality industry is one of the highest. According to the Survey, hotel and restaurant workers experience employee stress at a rate of one in seven. So the stress has adverse impact on their job in hospitality industry.

**Purpose** - There are many ways that a hospitality industry can handle the stress issues to function hotel organization smoothly with optimum or maximum utilization of human resource. The purpose of this paper is to investigate role of stress in the hotel industry and its impact on job performance.

**Research implications** – The study mainly focused on Pune hotels. The final sample is considered representatives are 250 star hotels employees in Pune. The observed importance of information is sharing merit further investigation.

**Originality** – This paper, by combining human resource and related information concepts into one model, offers new insights into the hotel business. The job performance can be increased dealing these kinds of issues to reach a different height in hospitality industry. **Keywords: Stress management Hospitality industry; job performance**

**Introduction**

Recent tourism statistics reveal that both domestic and foreign tourism are on a robust growth path. In India, the tourism and hospitality industries are witnessing a period of exponential growth; the world's leading travel and tourism journal, "Conde Nast Traveller", ranked India as the numero uno (number one) travel destination in the world for 2007, as against fourth position in 2006.

For five consecutive years India has witnessed double-digit growth in foreign tourist arrivals. Along with the rise in foreign tourist arrivals, foreign exchange earnings have shown a robust growth. Hospitality industry has now become a significant industry in India, contributing around 5.9 per cent of the Gross Domestic Product (GDP) and providing employment to about 41.8 million people.

The hotel industry in India is running short of good employees. The hotel industry is facing a serious threat from other sectors. The reasons behind this are some of the motivational factors
like good remuneration, job-stress, work-life balance, better working environment and faster professional growth are providing by other service sectors.

The research paper brings into light the problem of stress management in the hospitality industry. Literature is reviewed on the causes and effects of stress associated with hospitality. Conclusions are made about the importance of stress management in Indian hospitality industry and the performance of the employees.

**EMPLOYEE STRESS**

Hotel Employee stress is a vital issue in the hospitality industry, and it is costly for hotel organizations and employees. Although addressing and reducing stress is both a much needed goal and is capable of resulting in expense reductions for hotel organization and will have great positive impact.

The nature and quantity of star hotel employee stress is not fully considered. The two most common stressors were interpersonal tensions at work and overloads (e.g., technology not functioning).

The second aim was to determine whether there were differences in the types and frequency of work stressors by job type (i.e., managers v. non-managers), gender, and marital status. Employers reported significantly more stressors than hourly employees. There were no significant differences by gender or marital status. The third aim was to analyze whether the various stressors were linked to hotel employee health and work outcomes. More employee and coworker stressors were linked to more negative physical health symptoms. Also, interpersonal tensions at work were linked to lower job satisfaction and greater turnover intentions.

**THE HOSPITALITY INDUSTRY**

The hospitality industry encompasses a wide variety of different types of businesses and companies that make up the service sector of the workforce.

Typically, the hospitality industry is divided into three broad categories with each area having many subcategories. The following are the three main areas with examples of their sub categories
Since major part of above mentioned classification shows the strong relationship with hotel industry lets understand the hotel concept in detail. Indian Star hotels are categorized as **Luxury Hotels**, Standard Hotels, Budget Hotels and HeritageHotels. Several Indian and international hotel chains also run their operations in various cities of India, offering quality services to business as well as leisure travellers. Tourists are made to feel like royal guests in these Indian hotels.

**Hotels in India** have always bowled tourists over with their warm hospitality, remarkable services, and world-class facilities. **Indian hotels** always strive to offer the best to their guests, enhancing the pleasure of their stay in the country.

**Exhibit 1.1 Structure of the hotel industry**

![Exhibit 1.1 Structure of the hotel industry](source: D&B Research)
TYPES OF JOBS IN THE HOSPITALITY INDUSTRY

Each area of the hospitality industry provides many white and blue collar jobs ranging from entry-level workers to skilled professionals. Depending on the type of business, the positions may include:

- Management
- Direct service personnel (housekeepers, servers, kitchen workers, bartenders, porters and others)
- Human Resources Management
- Marketing Management
- Building and facility maintenance

FACTS AND FIGURES OF INDIAN HOSPITALITY INDUSTRY

- The Hospitality industry is the third-largest foreign exchange earner, accounting for 6.23% of India’s GDP and 8.78% of India’s total employment, according to a report by the Planning Commission.

- Tourism in India is the largest service industry. The travel and tourism sector currently employs 49 million people, or 1 in every 10 jobs, and this is projected to increase to 58 million, or 1 in every 9.6 jobs by 2020.

- Travel and tourism is a USD 32.7 billion business in India, according to industry estimates; in addition, the hospitality sector is sized at USD 23 billion and is expected to grow to US$ 36 billion by 2018.

- It is expected that the hospitality sector will witness an inflow of USD 12.17 billion in investments over the next two years, according to market research company Technopak Advisors.

- According to the Planning Commission, the hospitality sector creates more jobs per million rupees of investment than any other sector of the economy. The World Travel & Tourism Council (WTTC), which says India’s travel and tourism sector is expected to be the
second-largest employer in the world, employing 40,37,000 people, directly or indirectly, by 2019.

- The Indian hotel industry is likely to witness a revenue growth of about seven per cent in 2012-13, according to a study by rating agency ICRA.

- Foreign Tourist Arrivals (FTAs) to India increased from 5.17 million in FY09 to 5.78 million in FY10, thereby resulting in an increase of 11.8%. It was better than UNWTO's projected growth rate of 5% to 6% for the world in 2010

GOVERNMENT INITIATIVES

The Indian government has realized the country’s potential in the tourism industry and has taken several steps to make India a global tourism hub. Some of the major initiatives planned by the Government of India to give a boost to the tourism and hospitality sector of India are as follows:

1. Ministry of Tourism launches Audio Guide facility App called Audio Odigos for 12 sites of India (including iconic sites).
2. Prime Minister, Mr. Narendra Modi urged people to visit 15 domestic tourist destinations India by 2022.
3. Statue of Sardar Vallabhbhai Patel, also known as ‘Statue of Unity’, was inaugurated in October 2018. It is the highest standing statue in the world at a height of 182 metre. It is expected to boost the tourism sector in the country and put India on the world tourism map.
4. The Government of India is working to achieve 1 per cent share in world's international tourist arrivals by 2020 and 2 per cent share by 2025.
5. Under budget 2019-20, government introduced a Tax Refund for Tourists (TRT) scheme like in countries such as Singapore to encourage tourists to spend more in India and boost tourism.
6. Under budget 2019-20, the government allotted Rs 1,160 crore (US$ 160.78 million) for development of tourist circuits under SwadeshDarshan.
7. Under Union Budget 2019-20, US$ 82.27 million was allocated for promotion & publicity of various programmes & schemes of the Tourism ministry.

8. In September 2019, Japan joins a band of Asian countries, including Taiwan and Korea among others to enter into the Indian tourism market.

TOURISM & HOSPITALITY INDUSTRY IN INDIA

ISUES AND CONSTRAINTS OF MARKETING MANAGEMENT IN HOTEL INDUSTRY

The major issues and constraints:

1) Lack of qualified manpower in relation with hospitality industry, particularly at the middle management level, which poses a major problem to the overall development of the hotel industry.

2) Scarcity of qualified and experienced teaching staff in hospitality training institutes for all the department.

3) Shortage of training materials and facilities according to the current industry needs.

4) Lack of strategies and policies for human resources development in the hospitality sector.
5) Intricacy in keeping pace with rapidly changing technological innovations and dynamic changes in the global market in hospitality sector.

LITERATURE REVIEW

Blau (1981) defined stress as the incompatibility between a person’s competency and environment. Job stress extends upon the general definition of stress and is a kind of conceptual process that implies a person’s cognition and reaction to danger or threats (Fleming et al., 1984). Pearson and Moomaw (2005) suggested that job stress is caused by work situations and people will have unpleasant feelings such as anger, tension, frustration, worry, depression and anxiety. Cooper et al. (1988) attributed job stress to factors intrinsic to the job, management’s role, relationships with others; career and achievement, organizational structure, home and work. The sources of stress influence job performance. When an employee can no longer handle the stress, he will fail in his work (Jamal, 1990). Blau (1994) suggests that stress source can divide into external stressors and internal stressors. In addition, stress in the workplace frequently hits you with a double whammy of two-way pressures that come from a combination of both internal and external stressors (Stress management tips, 2010).

Job stress is something we all face as workers and we all handle it differently. There is no getting around it. But, not all stress is bad, and learning how to deal with and manage stress is critical to our maximizing our job performance, staying safe on the job, and maintaining our physical and mental health. For workers like infrequent doses of job stress pose little threat and may be effective in increasing motivation and productivity, but too much and too prolonged can lead to a downward spiral both professionally and personally.

Some jobs, by definition, tend to be higher stress such as ones that are in dangerous settings (fire, police), that deal with demanding customers (service providers), that have demanding time pressures (healthcare), and that have repetitive detailed work (manufacturing) but stress is not limited to any one particular job or industry.

The National Institute for Occupational Safety and Health (NIOSH), part of the U.S. Department of Health and Human Services, states that job stress, now more than ever, poses a threat to the health of workers and the health of organizations.
NIOSH defines job stress as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Stress also occurs when the situation has high demands and the worker has little or no control over it. Job stress can lead to poor health and injury.

**KNOCK THAT STRESS**

Hospitality is a key segment of the travel and tourism industry. Several factors such as the development of travel and transportation system, increasing industrialization, fast pace of business transactions, need to maintain a personal touch and rising levels of discretionary income has led to the growth of hospitality industry. Today, tourism is recognized as the largest economic activity in the world.

Hospitality industry calls for long odd working hours and hard work and sometimes even unpleasant experiences. Immense diversification is taking place in the hospitality industry and huge competition exists therefore creating work pressure and challenges. Thus employee stress is an increasing problem faced by organizations. The hospitality industry has one of the highest staff turnover ratios and stress is the major reason contributing to the cause.

Stress is an unpleasant state of emotional and physiological arousal that people experience in situations that they perceive as dangerous or threatening to their well being. It is a dynamic condition in which an individual is confronted with an opportunity, constrained or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.

**Causes of stress in the hospitality industry**

Stress can play a positive role at the workplace by increasing the vigilance of the staff and activating their capacities. A certain level of stress actually has the potential to add towards the organization’s efficiency. But it becomes unsafe once excessive level of stress begins to affect employee’s health and productivity. Employers in any setting therefore have become cautious about the incidences of stress at the workplace both due to commercial and moral reasons. They are trying to adopt management approaches for controlling such stress. The
situation is particularly sensitive in the hotel industry as it consists of both intensive labor and involves face-to-face communication with the guests.

It has been noticed that both the front office and housekeeping operational staff are susceptible to stress. Due to the nature of the duties, the front office is more vulnerable to stress (Faulkner & Patiar, 1997). Work stress leads to the problems like absenteeism, poor performance, accidents, errors, alcohol abuse, and drug abuse (Williams et al., 2001).

The stress rate of people employed in the hospitality industry is one of the highest. According to the Survey, hotel and restaurant workers experience employee stress at a rate of one in seven. The main cause of the high incidence of employee burnout in the hospitality industry is chronic stress in the workplace.

Contributing factors of stress in the hospitality industry include:

- Growing pressure and job demands that become irresistible
- Having little or no control over your work since hospitality industry is service industry and it directly relates to customer which has no fixed nature of behaviour
- A work environment that is stressful, hostile or unpleasant
- Long hours, often late at night, resulting in a lack of sleep or rest
- Tight schedules
- A job that is monotonous, repetitive or boring
- Constantly trying to please everyone
- Lack of communication with coworkers, supervisors and management due to hectic schedule
- Being assigned job responsibilities without receiving the proper support and guidance
- Not having a job description or expectations clearly defined
• Feeling as if there is not a sense of balance between work and home life (when others are resting they have to work i.e duty time, Sunday, holiday they have to work more)

• Working in a position with responsibilities where you are over or under qualified

• Many positions require long hours of constantly being on your feet (Kitchen, Service Housekeeping etc)

• Stressful interactions with customers

• Many positions have a lower rate of pay than many other

• Long hours, often late at night, resulting in lack of sleep or rest

• Constantly trying to please everyone

• Sexual harassment at workplace.

**Job Stress Statistics**

Numerous studies examining job stress sound an alarming bell about the mental and physical health of American workers:

❖ A Northwestern National Life study found that 40 percent of workers report their job is "very or extremely stressful." And that one-fourth of employees view their jobs as the number one stressor in their lives.

❖ A Families and Work Institute study found 26 percent of workers report they are "often or very often burned out or stressed by their work."

❖ A Yale University study found 29 percent of workers feel "quite a bit or extremely stressed at work."

❖ A Princeton Survey Research Associates study reports that three-fourths of employees believe the worker has more on-the-job stress than a generation ago.

❖ A Gallup Poll found that 80 percent of workers feel stress on the job, and nearly half reported that they needed help in learning how to manage it.

❖ According to an article in *Shape Magazine*, women are 60 percent more likely to suffer from job stress than men.
Research Methodology

Sampling Procedures: A sample design is a definite plan determined before any data are actually collected for obtaining a sample from a given population. Samples can be either probability samples or non-probability samples. With probability samples each element has a known probability of being included in the sample but the non-probability samples do not allow determining this probability. If a population from which a sample is to be drawn does not constitute a homogenous group, stratified sampling technique is generally applied in order to obtain a representative sample.

Under Stratified random sampling the population is divided into several sub-populations that are individually more homogenous than the total population (the different sub-populations are called strata) and then we select items from each stratum to constitute a sample. Since each stratum is more homogenous than the total population, we are able to get more precise estimates for each stratum and by estimating accurately each of the component parts; we get a better estimates of the whole. In this study population consists of 250 employees and probability sample consists of 94 employees. Under this study research scholar used stratified random sampling with probability sample as a procedure for research.

Observation

In the observation and direct personal interview with employees research scholar got to know about the hospitality job profiles.

The questionnaires were clearly defined with the help of articles on stress management. Questionnaire includes the questions based on work related situations and working conditions and existing managerial practices and also related with social environment.

Reasons for considering stratified random sampling:

1. The study is of exploratory nature it aims at having a feel of the issue or problems under study. There are many inputs from the samples which were not included in the questionnaires prepared for the research.
2. There are pressing time constraints that prohibit adopting other sampling technique.
3. The merits are - simplicity, convenience and low cost.
The Sampling Technique and Method

This method overcomes the chief hurdle of random sampling viz. giving unequal representation. Here unequal representation implies that certain parts of the populations may be better represented than others in the sample. When the sample size is too large, it is always better to select a convenient sampling and select few people from whole. The method is useful in gaining an initial insight into the nature of the problem or for hypothesis formulation. The chief merit of this method is that the manner of picking up items from whole stratum is purely according to random sampling principles.

Data Analysis Procedure used: The data collected through structured questionnaires and filtered in required manners tabulated and while analyzing the data proper coding de-coding as per requirement of data were used. Statistical software SPSS, ver-16 is used and percentage method, pie chart, chi square test are used for hypothesis testing.

Contact method: All sample units were personally contacted & interview technique was used for collection of information.

Reference Period: The survey of sample design population was undertaken during the period from Nov -2018 to January 2019

HYPOTHESIS :-

1. H0: - Role of stress is positively correlated with satisfaction and performance of job
   Vs H1: - Role of stress is negatively correlated with satisfaction performance of job

2. H0: - Role overload, role ambiguity and role conflict are independent.
   Vs H1: - Role overload, role ambiguity and role conflict are dependent.

TEST OF HYPOTHESIS 1: -

H0: - Role of stress is positively correlated with satisfaction with job
   Vs 
H1: - Role of stress is negatively correlated with satisfaction with job

Table: - Coefficients of correlation between role stress and job performance

<table>
<thead>
<tr>
<th>Variables</th>
<th>Satisfaction with Job</th>
<th>Performance with Management</th>
<th>Job performance Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role overload</td>
<td>-0.0632</td>
<td>0.29468</td>
<td>0.08184</td>
</tr>
<tr>
<td>Role Ambiguity</td>
<td>-0.1655</td>
<td>0.46284</td>
<td>0.08174</td>
</tr>
<tr>
<td>Role Conflict</td>
<td>0.67139</td>
<td>0.7082</td>
<td>0.77789</td>
</tr>
<tr>
<td>Overall Stress</td>
<td>0.19439</td>
<td>0.55511</td>
<td>0.37541</td>
</tr>
</tbody>
</table>
Critical region: -

Reject H0 at 100\(\alpha\)% level of significance if \(\bar{U} < -\bar{U}\alpha\) otherwise accept H0

Since

\[ U = -9.628600 \]

\[ \bar{U}\alpha = U_{99\%} = 1.64 \quad \& \quad \bar{U}\alpha = U_{1\%} = 2.32 \]

Hence \(\bar{U} < -\bar{U}\alpha\)

Hence we reject H0

Conclusion: - Role of stress is negatively correlated with satisfaction and performance job

MAJOR FINDINGS: -

- Role overload is negatively correlated with satisfaction and performance of job.

- Role overload is positively correlated with satisfaction with management.

- Role ambiguity is negatively correlated with satisfaction and performance of job.

- Role ambiguity is positively correlated with satisfaction with management.

- Role conflict is positively correlated with satisfaction with job.

- Role conflict is positively correlated with satisfaction with management.

- Overall stress is positively correlated with satisfaction performance of job.

- Overall stress is positively correlated with satisfaction with management.

CONCLUSIONS: -

- Role of stress is negatively correlated with satisfaction job.

- Role of stress is negatively correlated with performance of job.

SUGGESTIONS: -

- For reducing stress organization should implement various Training and Development programs not only for employees but also for management also.

- For proper functioning of business they should implement Management control system.

- This organization should implement time management programs.

- Company should implement Brainstorming techniques so that knowledge of workers and employees will be up to date.

- They should install modern machinery.
Strategic planning is necessary for smooth working of business.

Another most important thing is that this organization should have some sort of get-together yearly once and appreciation of work of employees and workers should be done so that they get motivated to work.

On the basis of results of this study, organizations can make a strategy to enhance the internal locus of control of their managers or employees which ultimately increases satisfaction and reduces the effects of role of stress on managers.

Organization should provide recreation facilities to their workers and employees

Managerial Implications

The findings of research are helpful for all hotel Managers and all those who are in research for understanding the changing behaviour of consumers/ guests related in hospitality industry. The HR Managers are required to improve their knowledge about stress leading factors and should be more knowledgeable to deal with them.

The various stress management strategies that can be adopted by employers and employee include:

Individual coping strategies

- **Physical exercise**: Physical exercise is a good strategy to get a fit body and overcome stress. Yoga is a more scientific technique of physical exercise to keep body fit and to overcome stress, has been recognized in most part of the world.

- **Relaxation**: Impact of stress can be overcome by relaxation. Meditation has been recognized as a powerful technique for reducing stress.

- **Work-home transition**: Work-home transition is also like a relaxation technique. During the last hour of work, the person can review the day's activities, list priorities of the activities that need to be attended to the next day.

- **Networking**: Networking is the formation of close associations with trusted, empathetic co-workers and colleagues who are good listeners and confidence builders. Such persons provide mental support to get the person through stressful situation.
Organizational coping strategies

- **Supportive organizational climate:** Stress arises because of faulty organizational processes and practices so need to look seriously.

- **Organizational role clarity:** People experience stress when they are not clear about what they are expected to do in the organization so clarity should there.

- **Stress control workshops and employee assistance programs:** The organization can hold periodical workshops for control and reduction of stress. Such workshops may help individuals to learn the dynamics of stress and methods of overcoming its ill effects.

**Conclusion**

Unlike most prior research regarding stress in the workplace, this research paper included an analysis of the relationship between stress and its impact on performances. More stress, in general, predicted more negative working environment. Interestingly, this study found negative stress is related from interpersonal problems, i.e., employee and coworker stressors, rather than technological problems, i.e., work overloads, even though both people problems and technological ones were frequently reported by the hotel employee subjects in this study. It is possible, therefore, that problems with other employees have a more visceral effect on their performances.

Hotel employees reporting relatively more interpersonal tensions at work were significantly less satisfied with their jobs and significantly more likely to be considering leaving their jobs to pursue alternative employment.
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