

Changed cleaning protocol of housekeeping department in hotels in New Normal

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Abstract. The study was conducted in the area of housekeeping operations and management. The study focused on the changed cleaning protocol of housekeeping department in hotels in New Normal. The study focused on classified hotels in Mumbai city

Keywords: Hospitality; Pandemic; artificial intelligence; Opt-out and opt-in procedure; Traditional cleaning

1 Introduction:

Hospitality industry is very dynamic industry and one of the fastest growing industries. Housekeeping is the one of the core areas of a hotel and it does thank fewer jobs. The executive housekeeper and team take care of maintenance of guest rooms and public areas. One of the most important parts for the housekeeper is to meet guest expectations and maintain high level of hygiene and sanitization. The challenge for the housekeeper is to achieve highest level of cleanliness in the pandemic situation. The organization need to change in cleaning protocol to achieve this goal. Housekeeping staff are in direct contact with guests as they clean rooms and conduct other housekeeping duties; they must follow basic protective measures and precautions against COVID-19. Globally, everybody is affected due to Covid-19. The Hospitality and Travel industry is affected the most. (CDC, 2021) But when slowly things get back to normal as we learn to survive, we need to focus on cleaning procedure, Hygiene, disinfecting areas. More awareness is required towards dealing with Virus and treatments as the safety of the guests and Employees are very important. It will also help in looking at customer safety and safe environment to work for the employees. Instead of following traditional methods organization are setting up new SOP, safety measures for staff and guests, best

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cleaner in the laundry procedure, add on parameters in budget planning, monitoring cleaning schedule and for how many hours room was vacant, dropped out from cleaning schedule. (Debashis Chatterjee, 2020)

As per the WHO guidelines-- "Environmental cleaning techniques and cleaning principles should be followed as closely as possible". As per this guideline the hotels are tend to follow the cleaning protocol which will not damage the environment and health of human being.

The hotel industry's current need is multitasking workforce, professional development of the employees, increased sense of hygiene, need of better crisis preparedness to face the challenge during new normal. (Vikrant Kaushala, 2021)

2 Objective:

To study various cleaning protocols that classified hotels follow.

1. To study change in cleaning protocols because of pandemic situation.
2. To study implementation of changed cleaning protocols in classified hotels during New Normal.
3. To analyze necessity of changed cleaning protocols in classified hotels in Mumbai city.

3 Literature review:

3.1 Necessity of changed cleaning protocols in classified hotels in Mumbai:

The hotel industry has lowered down with revenue because of Covid 19 travelers are not traveling. The hotel industry has taken a boost after few months of pandemic attack. Number of Guests is increasing and occupancy percentage is increasing slowly. The housekeeping department has to be transparent in exhibiting the cleaning procedures so that the guests will trust and they will book a room without fear. Housekeeping department has to prove that they have cleaned and sanitized guest rooms and public areas. It is the most important factor for housekeeping department to make sure a guest is safe in hotel.

Hoteliers are extremely good at taking care of guests. Because of the current scenario the hotel is following system of skeleton crew or leaning the team. Now days the hotels are operating with minimal number of guests and staff.

A formal inspection process is the key of making sure the rooms are safe and clean. Fulfilling that the check list has become a necessary parameter as a reminder and act as a guide for new normal.

3.2 The changed procedure of cleaning in hotels:

In laundry procedure:

- The temperature of water and cleaning agents used previously has no capacity to avoid growth of virus. SOP s are created to incorporate new cleaning agents while linen cleaning. Linens should be machine washed in hot water (60-90°C) with laundry detergent(ALM-Association of Linen Management) (ALMnet.org, 2021)
- The employee of the hotel provides the plastic bag to collect the soiled linen. Guests keep plastic bag outside the door and housekeeping attendants collect that. The replacement bag is provided for future use.
- Clean lined should not be exposed to linen carts. Housekeeping department will designate special replenishment carts to collect soiled linen. (source, 2022)
- Hotels have stopped use of linen chutes to prevent cross contamination or spread of potential pathogen.
- The laundry design should include separate areas for sorting, storing, washing, finishing, folding so that the line is not contaminated. In case of laundry on premises may not have the separate area for mentioned tasks but they have “functional separation”. In this category the soiled linen and clean linen is separated physically keeping distance.
- While scheduling staff management may consider staggering, splitting shifts to allow less people in the laundry at a given time.
- The laundry may follow the CDC recognized guidelines of chemical disinfection and thermal disinfection as option of disinfection of textiles.
- Regular inspection of laundry machines and writing details in log book.
- Cleaning of surfaces: disinfectant solution or a solution containing 0.1% sodium hypochlorite. Surfaces should be rinsed with clean water after a minimum of 1 minute's contact time for chlorine solution if used at 0.1% concentration. 70% alcohol or other disinfectant product suitable for corona viruses could be used CDC (Centre for Disease Control and Prevention).
- Microfiber cleaning products are the best option for cleaning of hard surfaces. Multi colored cloths are used as per the area or surface. These cloths are washed separately and not mix with Non-microfiber cloths.

3.3 Training to hotel employees:

- Employees are trained to separate the tasks like dirty tasks and clean tasks.
- Application of disinfectants and cleaner are applied early enough in the cleaning procedure so that the contact with surface is for enough time. (<https://www.aliceplatform.com>, 2021)
- Educating guests about work procedure that hotel is following by sending them automated mails of the new normal and how they are safe.
- Physical printouts in room explaining measures that are taken for cleanliness.

3.4 Guest room cleaning:

- Hotels are following Opt-out procedure is followed instead Opt-in. In opt –out procedure the guests are provided with required number of line during their stay. The housekeeping service is not provided during stay. In case the linen is required by the guest, the linen is left outside the room. (hotel, 2021)
- The number of nights and number if towels and other amenities are calculated.
- Updating housekeeping software system for stock. (<https://insights.ehotelier.com/>, 2021)
- Some hotels still perform traditional cleaning but a little change is the guest schedules a cleaning window of time on board and the housekeeping staff will follow that cleaning window. (<https://www.hotelmanagement.net/>, 2021)
- Few full serviced and luxury brand hotel request guests prior to their arrival to give their preference of cleaning and tailor their stay as per their preference. They mention what time the staff should enter the room and handle their stay in hotel. (AHLA, 2021)
- Managing Budget of housekeeping department: budget estimation is done by the department, hotels try temporally reducing cost The budget of HK department has increased also because of purchasing the PPE kit, masks, sanitizer and other cleaning tools to protect employees and guests. If the housekeeper is inside and cleaning the room the guest is not allowed to enter. The cart is kept to block the entrance. The employee will not enter if the guest is inside the room. (<https://www.amadeus-hospitality.com>, 2021)
- Vacant rooms are monitored for how many hours it is been vacant

3.5 Use numbers not words:

- Authors of this research article have investigated that hotels goodwill their brand as a particular personality traits (sincere vs. exciting) could benefit from different communication styles (inclusion of numerical vs. verbal quantifiers) when presenting their COVID-19 cleaning procedures. For example: “We disinfect rooms with a product that eliminates 99% of pathogens”; “We clean common areas 5 times a day”) and the use of verbal quantifiers (e.g., “We disinfect rooms, eliminating any pathogens, after each guest’s visit”; “We clean common areas several times a day.”). (Jano Jiménez-Barreto, 2021)

3.6 Guests are ready to pay premium for enhanced disinfection:

- The article is focusing on how guests are interested in paying extra for enhanced disinfection than normal cleaning. Young traveler and female travelers are may be willing to pay a price premium for enhanced disinfection. This exploratory research administered via internet participants were not asked about the brand. This article helps in offering enhanced cleanliness as a revenue generating amenities. (Jay Neal, 2015).

3.7 Aesthetically clean to clinically clean:

- Clinically clean is new normal than aesthetically clean to keep guests and employee safe. New procedures and techniques have adopted by hotel industry to assure essential sanitization is performed in interior and exterior part of the hotel. (Sharma & Kaushik, 2021)

4 Research Methodology:

A structured questionnaire was circulated amongst industry experts and academicians. We received 25 responses. We also referred various research journals and websites to review literature.

5 Data Analysis:

Through research it is found that the budget of housekeeping department or institution has increased. As Covid -19 is continuous chain of cycle, 54.2 percent felt the expenses for the department have gone up.

Inventory is necessary for each and every asset and machines, equipment. It will tell you the opening balance, the number of amenities and supplies and equipment used up and discarded. 87.5% of the members felt that there is need for the inventory to be taken more often especially during pandemic n 12.5% members felt that often inventory is not required to be taken. Everyone feels that every organization/Institute needs to change the cleaning methods as new normal. The focus is on not mere cleaning but on hygienically maintaining areas. 91.7% of the feedbacks we received felt the requirement of additional budget due to need of an extra cleaning agent, sanitizers and fumigation sprays.

Cent percent uses a specific brand cleaning agent and Hygiene related products. Most of them recommended and approved products so the results are good n the customers are also happy.

Most of the survey reading said that few new methods, many of the organization have adopted. Such as Anti-viral cleaning, every hourly cleaning for high touch points, using U.V lights to check bacteria on bed line and other areas. The entire visual indicator are cleaned and sanitized and some hotels make the cleaning protocols available on hotels website to make the guest aware of how Hotels are cleaning the areas.

Use of Artificial intelligence (robots) for cleaning is a new method which is adopted. Extensive Sanitizing and fumigation of many areas are done on daily basis.

The experts from the field said that they need to clean the areas using disinfectants, sanitizing areas especially high touch points. The importance requires to be given to Hygiene, self-care of employees and having sufficient stock of PPE kit and disinfectants, cleaning material to fulfill the need of cleaning. The SOPs to be followed regularly. The guestrooms to be cleaned post two days to let virus be ineffective. 95.8% percent felt that hotel Industry has affected the most. As a result, the revenue generation is affected drastically. There is no Revenue coming in but to maintain all the areas, the

salary of the staff and overheads is very challenging. 95% respondents felt that the guestroom is required to be in isolation for 24 hours where as 25 percent felt that there is no need for the gap of 24 hrs as they are using high technique equipment. Post pandemic the 68% housekeepers and academicians believe that a different skill set is required. Most of the feedback giver believes that housekeeping staffs load have increased post pandemic.

Everyone is putting efforts for training and educating employees for how to control contamination and, spreading of virus. The importance of Sanitization and DO's and Don't of cleaning are taught. Most of the hoteliers believe that they do not depend on Artificial Intelligence much rather they rely on their housekeeping staff to give the service on time and the presence of 'human element' is necessary.

6 Conclusion:

The research has found that the pandemic situation has changed the cleaning protocol of housekeeping department in hotels. Most of the hotels are not following the traditional method but in combination of traditional and modern methods are applied. The department also is taking care of employees and guest's safety. There are various ways are followed to exhibit the safety measures that hotel is following. There is special attention is given in cleaning of linen. As per the guidelines of ALM and ALHA there has to be a proper design of laundry to control the cross contamination. The employees are educated to use the disinfectant and cleaning agents. The cleaning cloths are also color coded so that they can distinguish as per the area. The budget has increased as department is investing in purchasing the PPE kit, masks, sanitizer. The research also found that the frequent inventory is not necessary, twice in a year or quarter time is adequate. The hotel revenue is affected during pandemic situation. Even though the revenue is affected the hotel is investing in training and educating the staff as well as guests, purchasing PPE Kit, masks, sanitizer and cleaning agents. Expecting that the situation will be normal soon and the industry will be on track. Artificial intelligence didn't play a vital role during this situation. The housekeepers were relying on the human resource (Human Element) and keeping a track of tasks they complete. Through this research we also found that instead traditional cleaning, housekeepers were following the traditional and modern methods. The employees required a different skills set to handle this situation so the training were outsourced through the cleaning agents supplier, to make sure that the employees are aware of the mixing proportion and contact time with the surface.

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Popularity of International cuisines in Mcleodganj

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ABSTRACT. Culinary Tourism- An exploratory study on popularity of International cuisines in Mcleodganj (Himachal Pradesh).

Background: The idea of culinary tourism is one of the most influencing determinants towards the tourism development of any destination. The dining experience of the tourist for any particular cuisine becomes the main component of tourist package. Food being the essential part of human existence it is very much in demand by the tourist who is visiting the destination. In addition to the availability of local food for culinary experience if the food of their place of origin is accessible to the tourist, then it may add to the satisfaction level of their overall experience.

Research Significance: This study aims to investigate an underexplored field of research with special reference to the outlets in Mcleodganj who are offering international cuisines to the tourist. The research work will be particularly focusing on the study of popularity level of such international cuisine and to explore the satisfaction level of such cuisines among tourist.

Methodology: In order to achieve the objectives various outlets of Mcleodganj in Himachal Pradesh which are offering international cuisine, will be approached with the structured questionnaire. The questionnaire will be circulated among the guest of these outlets as the respondents to find out the popularity level and satisfaction level of cuisines.

Results: The result of our research will be based on the analysis of the data obtained from the respondents through the questionnaire with particular emphasis on the popularity of international cuisine and its satisfaction level.

Conclusion: This study gives complete perceptive of popularity of international cuisines being offered by the outlets of Mcleodganj among the tourist.

Keywords: International cuisines, Himachal tourism, Culinary Tourism, Food & Beverage experience.

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1 Introduction

“Food tourism is the act of traveling for a taste of place in order to get a sense of Place”
Erik Wolf, Executive Director, World Food Travel Association.

Gastronomy is the essence of culture and a major element of intangible heritage world-wide and is a growing driver for tourists that remains often untapped by just the beauty and attractions offered by various destinations. The interrelation between gastronomy and tourism enriches culture which in turn, if properly managed, enhances local economic development, sustainable practices and food experiences. According to 2nd UNWTO World Forum – “Gastronomic Tourism is used to brand and market destinations, as well as assists in maintaining and preserving local tradition and diversity, harnessing and rewarding authenticity.

Culinary (Or Gastronomic) Tourism

According to the oxford dictionary Gastronomy is the art and practice of cooking and eating good food and Gastronomic tourism as defined by www.onecaribbean.org, refers to trips made to destinations where the local food and beverages are the main motivating factors for travel.

In the next few years, the global culinary tourism market is expected to grow at a CAGR of over 9%, according to the latest report by Technavio, a global technology research and advisory firm interested in emerging market trends and product development

The International Culinary Tourism Association predicts that this will grow rapidly in the coming years. In the UK, food tourism is estimated to be worth nearly \$8 billion each year. Tourism on international front is not much decided by the choice of food by the tourist but at a same time food being an essential need of traveler it is one of the important part of the overall experience of tourist. The growth in popularity of ethnic cuisines like Thai, Indian, North African, Mexican and Chinese throughout the industrialized countries is attributable to a significant degree to tourism where visitors sample local foods and develop a taste for them. Food and drink festivals constitute the sole instance where the decision to travel is taken solely on the grounds of the gastronomic experiences offered. This segment of tourist who are travelling for the culinary experience is still very small although it is expected to grow each year.

Professor Barry O’ Mahony identified four major motivations to be important for a food tourist according to his survey. Three of them are push factors: the taste of food, cultural experiences, socialization; and the remaining three are pull factors: core food tourism appeals, traditional food appeals and local destination appeals.

Here are the main points:

- Among food tourists, taste was the most important motivator. Cultural experiences and socialization followed - the latter being described as the desire to make new friends at a food tourism destination.
- Destinations that offer a range of cultural and heritage attractions, unique specialty shops, markets selling local farm produce, a rural environment, and farmers' markets. Food tourism appeals, including traditional food villages, were also cited.

- Local destination appeals included cultural events that featured food and other traditions from a particular food region. Local destination appeals are related to opportunities to engage in diverse cultural activities.
- Dining with locals is another sought after experience, which allows tourists to experience local culture and taste home-cooked food.
- Cooking classes, food markets for visitors and packaged food tours are helpful ways for food tourists to make friends and build a sense of community.

2 Literature Review

Wherever a tourist goes, food is essential for sustain life. Human beings are in a habit of consuming according to their native grown and cooked food. A tourist cannot stay away from food at destination that one visits during their trip. Gastronomical cultural of a country is very essential for choosing of food. Moreover, tourism results from regions' sources, such as; specific landscapes, environments, culture and heritage (Hall, D. 2003). According to Long (2004), the new tourists seek food and beverages combinations and eating experiences that foster learning. For these tourists, food in a destination and eating experiences that foster learning. For these tourists, food in a destination does not only satisfy hunger but, important for them, such consumption means gaining in-depth knowledge about the local and destination's culture. An exploration of international food and eating habits at the tourist destinations is one of the important niche for tourism activities of people visiting the places all over the world.

From an economic point of view, food is a physiological necessity that's why we can easily argue that nearly 100% of tourists spend money for food where they go for holiday or trip (Shenoy, 2005).

Food consumption can be merely the extension of food habits of a person formed at home, a large portion of food consumption in tourism can be seen as the supporting experience for tourists to complete or realize their man purpose off travel. Food tourism termed also as gastronomic tourism, culinary tourism, or wine and food tourism, is a niche area of tourism. (Hall and Mitchell, 2005). Actually, it is a way of making difference in the touristic offer among plenty of other products and forms tourism that compete directly to win the race in attracting consumers. In the framework of the affirmation: "gastronomy is a strategic element in defining the brand and image of a destination", culinary tourism can become a significant contributor to the growth of tourism and popularity of local places with specific cuisine outlets. The diversity of culture helps in increasing the satisfaction level of overall experience of tourist especially with regard to their dietary requirements, which are taken care by the outlets which serve the international cuisine. Most tourist prefer to eat food which is cooked as per their native place cuisine and relish a lot if they get the similar aroma , taste and variety of food.

All over the world, a variety and the diversity being notable as travel experience, in fact there is about seeking for unique culinary experiences and enjoyment of taste. A wide variety of gastronomic activities are available across the globe, including: food festivals, food tours, food markets, wineries, food fairs, thematic museums (chocolate,

bread, beer, etc.). Any destination is best explored through its locally prepared food and in turn it acts as the satisfying experience for tourist.

Consumption of food can be unforgettable experience. Through food and drink, we are able to penetrate the culture of the place in a more profound and more complex way, through the senses, and not just from a physical perspective. Tomescu (2014) Food tourism is niche tourism, and the needs that more the travelers in this segment are situated in the Maslow's hierarchy of needs at superior levels (ego needs, self-esteem, accomplishment etc.).

Quan and Wang (2004) noted that food can convey unique experience and enjoyment to travelers. Any trip made by a tourist at a destination improves and magnified due to the excellent culinary experience as food represent the local culture and uniqueness of the visited place. Every tourist spot have something to offer with regards to locally grown and prepared food which may become favorite among the tourist and can further attract more in future to the destination. As a country India is known for its gastronomical richness which is enjoyed by the tourist of various countries whenever they visit India (Travel tips-USA Today, 2012).

The market for culinary tourism in India is growing as the country's culinary traditions continue to garner increasing international attention. According to a new worldwide food survey by Hotels.com (2013), Indian cuisine is among the top 10 list of the world's best food preferred by global travelers preferred by global travelers while on holidays, about five percent off international travelers preferred Indian cuisine and food when on holiday.

As per Subrata Pal (2020) It is already stated that India has diverse food habits due to various reasons. Statistics shows that state wise non veg food consumption follows a noticeable pattern. States in the North-Western region are more vegetarian than states of South-Eastern region. State-wise survey revealed that some states like Punjab, Gujarat, Haryana, Rajasthan etc. have almost 25% Non-veg population whereas Kerala, Tamilnadu, Telengana, Andhra Pradesh, Orisha, Bengal and North-East states have more than 90% of Nonveg population.

Rana, (2016) in his study proposed the segmentation of food tourism based on the "importance of a special interest in food as a travel motivation" The segmentation is based on the following criteria: 1) Gourmet Tourism is defined as a interest of visiting the local restaurants as main aim of travelling 2) Participation of tourist in food related activities is must for culinary tourism 3) A lot of interest is shown by the tourist towards locally grown food product and cooking methods 4) a segment that shows no interest in food related activities but have food as basic necessity in other forms of tourism.

Hall & Mitchell, (2005).

As stated in the assertion, "gastronomy is an essential element of a destination's branding and image."This form of tourism, also known as gastronomic tourism, culinary tourism, or wine and food tourism, is considered a niche area of tourism. In reality, it is a way to make a difference in the touristic offer among the multitude of other forms of tourism that competes directly to attract consumers.

According to Alexandris, K. (2005) Customer satisfaction is described as way of accessing the product and service which is provided to the customer by the service or

product provider. This includes the niche of the product or service and the measure of enjoyment obtained by the customer during consumption of product.

Cohen and Avieli (2004) in this study the perception of food as a key destination attraction was investigated. examined the differences between attraction and impediment from two perspectives: first, how food could be an attractive product for a traveler. Then, how these problems affect the traveler's food choice.

Quan (2004) found that food can convey unique experience and enjoyment to travelers. Moreover, food can totally enhance tourists' experiences and may be the best memory of a trip. As such, the food of a destination can be a reflection of its image and uniqueness. The relationship between food and tourism cannot be overlooked. Tourists from different countries flock to different destinations because of their differences in attractiveness.

2.1 Mcleodganj: A Foodie's heaven

It is a small, but popular hill station in Kangra district of Himachal Pradesh, particularly known for its Tibetan Population who have popularized Tibetan cuisine everywhere (Diehl, Keila). The Tibetan government-in-exile is based in McLeod Ganj.

Located amidst majestic hills and lush greenery, Mcleodganj is a beautiful tourist destination situated around 5.2 Km away from upper Dharamsala, which is famous for being residence to the world-renowned Tibetan spiritual leader the 14th Dalai Lama.

Some of the celebrated cuisines are available in various restaurants which are spread across the length and breadth of this part of Kangra- Himachal Pradesh. To name a few cuisines Arabic, Italian, Chinese, Tibetan, Japanese, Nepali, Thai, Israeli, etc are very popular at this place. Even traditional Himachali Cuisine is also on the top priority of culinary tourists as remarked by an international tourist group visiting the place.

Some of the popular reviews given by the tourists of this place are mentioned below:

As described by Aashmita Nayar: Like any other Himalayan tourist destination, these restaurants offer cuisine that is a far cry from fancy. Mcleodganj is uniquely known because of food which is being served here. (www.huffingtonpost.in).

Owners of the Mc'LLo restaurant-cum-pub say that many Bollywood actors and actresses have visited their outlets and have appreciated the food and service. Even Hollywood's Pierce Brosnan has once raised the toast in the pub. (<http://www.hindustantimes.com/>). With prosperity several problems have also come up. The profit from cafe business is not enough to meet the basic operation cost. Hundreds of cafes have mushroomed alongside the main road in Mcleodganj There's a lot of competition and we don't get much to ourselves in the end" said Lhamo to Garima Pura. (www.thetibetpost.com)

2.2 Tourism in Mcleodganj

Table 1. ESTIMATE OF DOMESTIC TOURIST ARRIVALS

Year	Chamba	Kangra	Kullu	Shimla	Other	Total
2017	1070409	2674948	3732044	3318829	8334311	19130541
2018	1042147	2117675	2912552	2872013	7149548	16093935
2019	1043494	2226897	3056463	3030246	1345568	10702668
2020	270650	217827	763379	599202	1319656	3170714
2021	221819	234251	1647329	951792	2577079	5632270

Note: Other Places of Tourist Importance include: Bilaspur, Hamirpur, Kinnaur, Lahaul & Spiti, Mandi, Sirmour, Solan and Una. (<http://himachaltourism.gov.in/>)

Table 2. ESTIMATE OF FOREIGN TOURIST ARRIVALS

Year	Chamba	Kangra	Kullu	Shimla	Other	Total
2017	828	138341	133057	162168	36598	470992
2018	1035	107451	96201	123000	28881	356568
2019	1097	115990	2941	132608	30233	282869
2020	192	9921	7080	21111	4361	42665
2021	69	2701	252	825	984	4831

Note: Other Places of Tourist Importance include: Bilaspur, Hamirpur, Kinnaur, Lahaul & Spiti, Mandi, Sirmour, Solan and Una. (<http://himachaltourism.gov.in/>)

From the above tables it is evident that there is substantial tourist inflow (both domestic and international) to this place. It can also be concluded that the tourist inflow has declined considerably during past few years which may primarily be attributed to the pandemic and Covid 19 related restrictions.

The domestic tourists visiting kangra has declined from around 23 Lakhs to around 2-3 Lakhs post Covid 19 pandemic.

Similarly the inflow of international guests to kangra has gone down from more than 1 lakh tourist to below ten thousand tourists in past couple of years. It is pertinent to note that the number of international tourist was less than 3000 during last year and may also be attributed to travel restrictions.

3 Objectives:

1. To explore the popularity of international cuisines being offered by outlets in Mcleodganj.
2. To analyse the relation between popularity and satisfaction level of International cuisines among tourist.

4 Hypothesis:

- Null Hypothesis
- Ho: Popularity of restaurants has no significant relationship with the satisfaction level of guest.
- Alternate Hypothesis
- H1: Popularity of restaurants has significant relationship with the satisfaction level of guest.

5 Methodology:

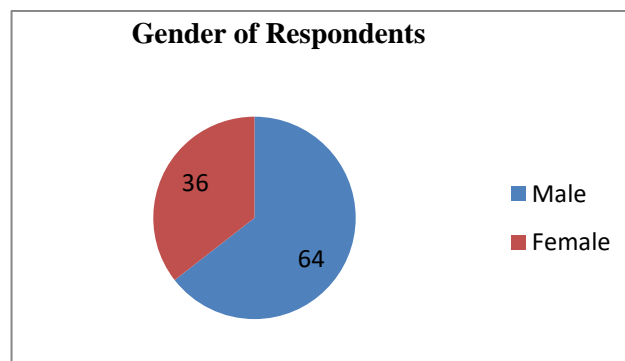
To understand the popularity of international cuisine among the tourist visiting Mcleodganj in Himachal Pradesh, a structured questionnaire has been used. The questionnaire uses the nominal as well as five point likert scale. In total 20 restaurants were selected for the data collection and total 197 questionnaires were received. The data collected has been analysed with the help of statistical tools as percentage, averages and liner regression.

6 Data collection:

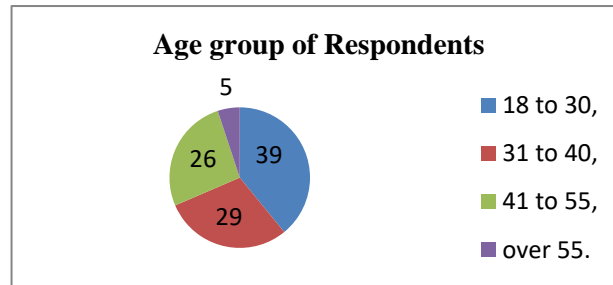
For the current study, relevant data collection is very important. Informal interviews, well structured questionnaire, personal visits are used for collection of primary data. Journals, books, articles, reviews in magazines and newspapers, websites etc. are considered as sources of secondary data.

7 Analysis & Findings:

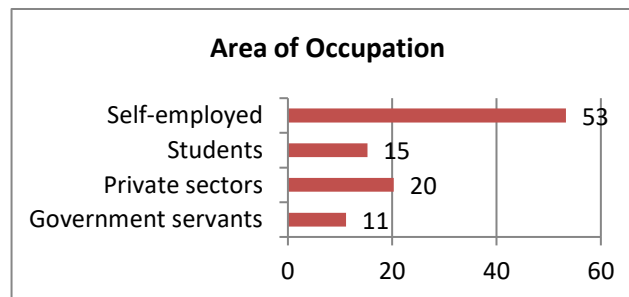
7.1 Demographic profile



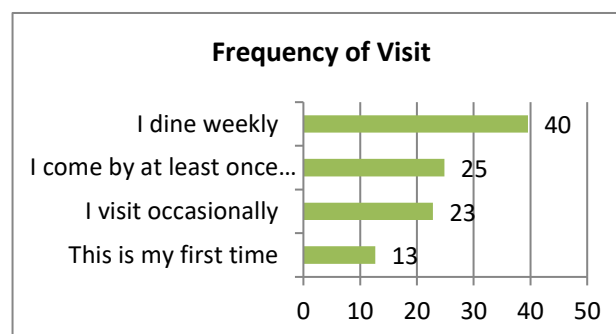
The result of demographic profile indicate that the gender of respondents was differently distributed, representing 36% female and 64% male.



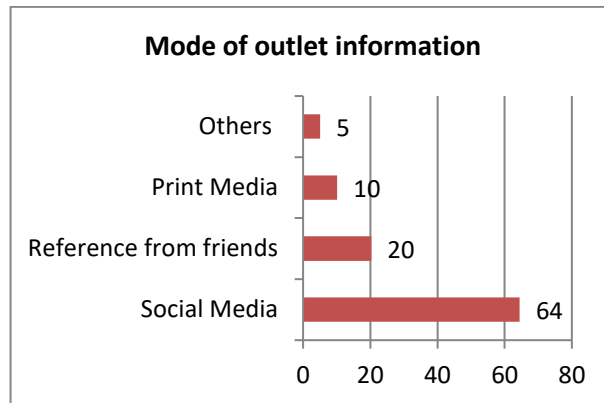
The dominant age group of respondents is between 18-30 years old (39%), followed by 31-40 years old (29%), 41-55 years old (26%) and lastly over 55 (5%) respectively.



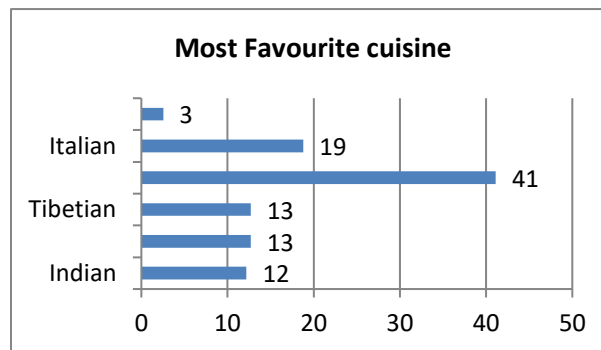
A majority of respondents work as Self employed (53%), followed by private sectors (20%), students (15%) and Government Servant 11%. Respondents who are self employed have better reasons to stay for longer durations and choose a restaurant which is fulfilling their dietary requirements.



Only 40% of the respondents dined as frequent as once in a week followed by 25% once in a month, while 23% respondents dine occasionally and 13% respondents were dining for the first time. Since majority of respondents are visiting the restaurant on weekly basis this shows that the restaurant is specifically chosen by the respondents on the basis of the cuisine they are serving.



Majority of respondents used social media (64%) for getting information of outlets, followed by Reference from friends (20%) and print media (10%) the above results emphasises towards the presence of the outlets on social media which helps the respondents in choosing them.



For choosing the most favourite cuisine majority response was given for French cuisine (41%) followed by Italian cuisine (19%), Israeli cuisine (13%), Tibetan (13%) and lastly Indian (12%) when the respondents were asked to choose their most favourite cuisine the highest response was given for French cuisine, which again indicates that international cuisine is popular among respondents.

Responses of Popularity factors for choosing the outlets for International cuisines (n=197)

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

S. Nos	Questions	Responses	Frequency	Percentage	Average
1	Prefer to eat cuisine of my native place	1	20	10.2	4.0
		2	15	7.6	
		3	10	5.1	
		4	52	26.4	
		5	100	50.8	
2	I liked the food preparations	1	10	5.1	4.3
		2	5	2.5	
		3	5	2.5	
		4	69	35	
		5	108	54.8	
3	Dishes prepared are very close to authentic cuisine	1	7	3.6	4.0
		2	10	5.1	
		3	25	12.7	
		4	70	35.5	
		5	85	43.1	
4	Motivates me to stay for longer duration	1	5	2.5	4.1
		2	15	7.6	
		3	23	11.7	
		4	63	32	
		5	91	46.2	
5	I easily find company of my countrymen	1	33	16.8	3.3
		2	35	17.8	
		3	32	16.2	
		4	29	14.7	
		5	68	34.5	
6	I feel at home whenever I visit these outlets	1	18	9.1	3.7
		2	22	11.2	
		3	34	17.3	
		4	45	22.8	
		5	78	39.6	
7	Staff is able to converse in my native language	1	86	43.7	2.5
		2	35	17.8	
		3	3	1.5	
		4	33	16.8	
		5	40	20.3	
8	Food offered has a value for money	1	6	3	4.2
		2	11	5.6	
		3	23	11.7	
		4	44	22.3	
		5	113	57.4	
9	Very few such outlets are available in Mcleodganj	1	11	5.6	4.2
		2	12	6.1	
		3	19	9.6	
		4	32	16.2	
		5	123	62.4	
10	The outlet accommodates my dietary requirements	1	15	7.6	4.0
		2	25	12.7	
		3	8	4.1	
		4	45	22.8	
		5	104	52.8	

From the above table it is inferred that majority of the respondents found that staff serving at various outlets were unable to converse with them in their native language and very few native food serving outlets are available in Mc leodganj. However, guest liked the food prepared and they also agree that all their dietary requirements were met by the outlets. Interestingly it has been observed that availability of authentic food motivates the respondents for staying longer at destination.

Responses for the satisfaction level regarding restaurant (n=197)

1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5 Strongly Agree

S. Nos	Questions	Responses	Frequency	Percentage	Average
1	Ambiance	1	10	5.1	4.2
		2	5	2.5	
		3	11	5.6	
		4	72	36.5	
		5	99	50.3	
2	Portion size	1	5	2.5	4.2
		2	12	6.1	
		3	20	10.2	
		4	55	27.9	
		5	105	53.3	
3	Authentic food preparations	1	10	5.1	4.0
		2	23	11.7	
		3	24	12.2	
		4	39	19.8	
		5	101	51.3	
4	Availability of cuisine from your native place	1	12	6.1	3.9
		2	34	17.3	
		3	11	5.6	
		4	53	26.9	
		5	88	44.7	
5	Excellent Service	1	9	4.6	4.4
		2	16	8.1	
		3	10	5.1	
		4	22	11.2	
		5	140	71.1	
6	Hygiene and safety Standards	1	6	3	3.9
		2	19	9.6	
		3	33	16.8	
		4	73	37.1	
		5	66	33.5	
7	Value for money	1	9	4.6	4.2
		2	13	6.6	
		3	26	13.2	
		4	37	18.8	
		5	112	56.9	
8	Welcoming and friendly staff	1	17	8.6	3.7
		2	13	6.6	
		3	43	21.8	
		4	69	35	
		5	55	27.9	

9	Satiety for a longer period after consumption	1	9	4.6	4.0
		2	6	3.0	
		3	45	22.8	
		4	60	30.5	
		5	77	39.1	
10	Overall satisfaction with the quality of food & Service	1	19	9.6	3.08
		2	20	10.2	
		3	29	14.7	
		4	41	20.8	
		5	88	44.7	

From the above table it is inferred that majority of the respondents are satisfied with regard to ambiance, portion size, service standards and preparation of authentic food. However, overall satisfaction in relation to quality of food and service needs some improvements.

<i>Regression Statistics</i>	
Multiple R	0.346722
R Square	0.120216
Adjusted R Square	0.010243
Standard Error	0.366102
Observations	10

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0.146515	0.146515	1.093141	0.326336
Residual	8	1.072245	0.134031		
Total	9	1.21876			

R Square (R²) equals 0.1202. It means that 12% of the variability of Satisfaction level is explained by popularity of restaurants. Correlation (R) equals -0.3467. It means that there is a weak inverse relationship between popularity of restaurants and Satisfaction level. p-value = 0.3263, since p-value $\geq \alpha$ (0.05), we accept the Null Hypothesis H₀ that is Popularity of restaurants has no significant relationship with the satisfaction level of guest. With above result it is viable to state that although outlets serving international cuisine are popular among respondents but for satisfaction of respondents, these outlets need to emphasis on towards adopting few more deliverables with regard to the place of origin of their guest.

8 Conclusion

It has been established that there is substantial tourist inflow (both domestic and international) to Mcleod Ganj. It can also be concluded that the tourist inflow has declined considerably during past few years which may primarily be attributed to the pandemic and Covid 19 related restrictions. The domestic tourists visiting kangra has declined from around 23 Lakhs to around 2-3 Lakhs post Covid 19 pandemic. Similarly

the inflow of international tourists to Kangra has gone down by 90% comparing it with the previous pre pandemic years. It is pertinent to note that the number of international tourist was just 2 ½ Lakhs only during the last year.

Also, the study has focused on the popularity of cuisines and satisfaction level among the tourist visiting McLeodganj in Himachal Pradesh. The result of the study indicates that although tourist are visiting and are satisfied with the overall services standards of the various outlets serving international cuisines, however, popularity of the outlets have no significant relationship with the satisfaction level of guest. This emphasise that international cuisine outlets are popular among the tourists mainly due to the basic need of authentic food. Since the respondents were the diners in the outlets a generalized approach could not be formed for the local population of this place. It is further suggested that outlets may focus more on personalized services for the tourist so that popularity of the outlets can be stabilized with respect to the satisfaction level of tourist.

9 Limitations:

Both domestic and international tourism have declined considerably during the past few years, mainly due to the pandemic and Covid 19. In addition, a number of outlets closed during the pandemic, limiting the number of respondents.

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The impact of Brand Image and Customer Loyalty in the Hospitality sector in Kolkata

Aalekhya Adhikary ¹

Abstract. The brand image of a hotel has long been seen as a key predictor of customer commitment and loyalty. Hoteliers can use brand imaging to improve their performance in areas like room sales and banquet sales. A negative brand image will result in disaster and the loss of devoted customers. The goal of developing a brand image is to provide more value to customers while also establishing a long-term, mutually profitable connection. Objective- All techniques are ineffective if a hotel's services do not please or meet the demands and wishes of its customers. Hotels can increase their market share and lower their operating costs by having loyal customers. This first investigation was based on relevant literature, and then research framework and hypotheses were established. Methodology- Respondents were gathered from Kolkata's hospitality industry through a survey. There were 120 questionnaires that may be used to assess normalcy, convergent, and discriminant validity. Result- According to the findings, the image of a hospitality business has a substantial impact on client commitment and loyalty. Conclusion- As a result, hotels must place a strong emphasis on building long-term, mutually profitable relationships with customers and cultivating loyalty as a competitive advantage in the marketplace.

Keywords: Hotel brand image; customer commitment; customer loyalty; hospitality sector

1 Introduction

The tourism and hospitality industry in India has emerged as a crucial driver of the country's services sector growth. India's tourism industry has exploded in recent years, and the country has enormous potential to become a major worldwide tourist destination. The Indian tourism sector is booming as a result of an increase in foreign visitor arrivals and a higher number of Indians visiting domestic sites than ever before. The major growth in recent years has come from within the domestic industry, with over 30 million Indians travelling within the country each year. Increased spending on leisure services is being driven by increased per capita income, a growing young population, and changing lifestyles.

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Hotels play a significant role in the tourism industry. They contribute to the entire tourism experience by providing high-quality facilities and services. The hospitality industry's fortunes have always been connected to the prospects of the tourism industry, and tourism is the industry's primary demand driver. The contribution of travel and tourism to capital investment is expected to expand at a rate of 6.5 percent per year from 2013 to 2023, which is higher than the global average of 5%. The Government of India's tourism strategy intends to speed up the implementation of tourism projects, construct integrated tourism circuits, strengthen specific capacity in the hospitality sector, and develop new marketing methods.

2 Literature Review

2.1 Tourism and Hospitality

Due to privatisation, liberalisation, and globalisation of economies around the world, the tourism and hospitality industry has transformed into one of the world's largest and fastest expanding businesses with a worldwide perspective. According to the World Travel and Tourism Council (WTTC), travel and tourism support almost 400 million jobs worldwide, whether directly in the business or in associated areas. International arrivals are predicted to reach around 1.5 billion by 2020, according to the United Nations World Tourism Organization. All of this has fundamentally revolutionised the industry over the last five years, and it will continue to do so in the future. For the next 10-15 years, the World Travel and Tourism Council has selected India as one of the world's fastest-growing tourist destinations. The inbound MICE industry, which has grown at a rate of 15% to 20% annually over the last five years, represents an opportunity.

2.2 Sector Overview

During the 2019–2020 year, the Indian tourism and hospitality industry grew by 23.6 percent. According to a report by the Planning Commission, the industry is India's third-largest foreign exchange earner, accounting for 6.2 percent of GDP and 8.8 percent of total employment. Agriculture, horticulture, transportation, handicrafts, and construction all have significant connections with it. Travel agencies, tour operating agencies, and tourist transport operating agencies are all part of the tourism sector, as are units that provide cultural, adventure, and wildlife tourism facilities, tourist surface, air, and water transportation, and convention/seminar units and organisations.

According to the Planning Commission, the sector provides more jobs per million rupees of investment than any other sector of the economy and is capable of employing a wide range of job seekers, from unskilled to specialist, even in rural areas. The World Travel & Tourism Council (WTTC) has also emphasised the sector's potential for job creation, claiming that by 2020, India's travel and tourism sector will be the world's second-largest employer, employing 87 million people directly or indirectly. According to industry estimates, India's travel and tourist industry is worth USD 35 billion, while the hotel sector is worth USD 26 billion and is likely to attract USD 12.17 billion in

investment over the next two years, according to market research firm Technopak Advisors. According to their predictions, the hotel sector will receive an additional US\$12.17 billion in inward investments over the next two years.

Revenues from travel (business, leisure, visiting friends and relatives, religious, meetings and conferences) and revenue from consumers eating out at any type of outlet (restaurants, fine dining, quick service restaurants (QSRs), takeaways, or any other form of unorganised eateries) are combined to estimate the size of the Indian hospitality industry.

Heritage tourism focuses on discovering a tourist destination's cultural heritage. India is well-known for its ancient culture and rich legacy. Temples, stately forts, parks, religious structures, museums, art galleries, and urban and rural locations all reflect the country's rich legacy. India is blessed with many sorts of flora and fauna due to its varied topography and distinct climatic conditions, and it has countless species of birds, animals, reptiles, amphibians, and plant life on offer for tourism. Wildlife photography, bird watching, jungle safaris, elephant safaris, jeep safaris, jungle camping, and eco-tourism are all examples of wildlife tourism.

Meetings, incentives, conferences, and exhibitions (MICE) tourism is one of the most rapidly increasing segments of the worldwide tourism sector. It mostly caters to business travellers, primarily corporates. It hosts corporate meetings, international conferences and conventions, as well as events and exhibitions. The Ashok in New Delhi, the Hyderabad International Convention Centre in Hyderabad, and the Le Meridien in Cochin are pioneers in the Indian MICE tourism business, supporting domestic meetings and events.

2.3 Customer commitment

Customer commitment is defined as the expected outcomes of a market offering, such as product purchase or psychological ego associated with a brand (Tan, 2009). Customer commitment, according to (Moorman, 1992), is an enduring attitude toward a particular brand or firm that is linked to its brands or products. As an exchange partner, commitment is a long-term desire to believe in and maintain a valuable relationship with another (Robert M. Morgan, 1994); (Robert M. Morgan, 1994). In China, (Tan, 2009) investigated the impact of brand image on consumer loyalty and commitment. The results and analysis support the hypothesis that brand image has a beneficial impact on consumer loyalty and commitment.

2.4 Customer Loyalty

Customer loyalty, according to (Oliver, 1997), is described as a strong desire to acquire a favoured product or service again in the future. Because loyal customers are eager to (1) purchase more frequently; (2) spend money on trying new products or services; (3) advocate products and services to others; and (4) provide companies serious suggestions, businesses may optimise their profits (Reichheld, 1990). As a result, a company's success and profitability are linked by loyalty (Eakuru, 2008). Behavioral loyalty approach (Grahn, 1969); attitudinal loyalty approach (Rebekah Russell-Bennett, 2002) ;

(Jacoby, 1971); (Jacoby J. a., 1978); and integration of attitudinal and behavioural loyalty method (Rebekah Russell-Bennett, 2002) (Jacoby J. , 1971) (Jacoby J. a., 1978). (Dick, 1994); (Oliver, 1997); (Jacoby J. a., 1978); (Jacoby J. , 1971). Attitudinal loyalty is useful for examining loyalty variables, preventing switching behaviour (Paparoidamis, 2007), and predicting how long customers would stay loyal (Jacoby J. a., 1978). As a result, considering loyalty as an attitude-behaviour link allows for a more comprehensive analysis of consumer loyalty's antecedents and repercussions (Dick, 1994).

Sincerity, commitment, relatedness, and constancy to a belief, place, person, or organisation are all examples of loyalty. Customer loyalty refers to loyalty that is solely focused on customers. Customer loyalty can be defined in a variety of ways. Each of them, however, overlooks the fact that allegiance is inextricably linked to emotions. Customer loyalty is built on a consistent positive emotional experience, physical attribute-based happiness, and the perceived value of an experience, including the product or services.

Customer experience management is the most cost-effective strategy to improve customer happiness, retention, and loyalty. Retaining customers is less expensive than gaining new ones. Customers that are loyal not only secure revenue, but they are also more likely to purchase high-margin auxiliary items and services. Customers who are loyal to the company save money on consumer education and marketing, especially if they become brand promoters.

2.5 Corporate brand image

According to (Gary Davies, 2004), anything can be a brand, including a corporation, corporate, or name. Brand image, according to (Keller, 1993), is a consumer's memory of a brand. Corporate brands are difficult to mimic intangible assets for businesses, and they differ from product brands in that they emphasise the importance of brand values (Chernatony, 1999). According to (JL, 1997), when customers buy things from a corporation, they are not simply buying products but also receiving a set of values. Corporate brands are a collection of values that characterise the company (JL, 1997), and a favourable corporate brand image not only helps companies compete, but it also encourages customers to buy again (Porter, 1997). Consumers that have a positive perception of the brand have greater perceptions of quality, value, satisfaction, and loyalty (Johnson, 2001).

2.6 Corporate brand image, Customer Commitment and Loyalty:

Corporate image has been identified as a significant predictor of loyalty. (Aaker, 1991) suggested that a strong brand with high equity will have a large number of committed customers, leading to high and ongoing interaction and communication between customers and brands. (Martineau, 1958) stated that if customers favour the store's image, they will likely develop a certain level of loyalty, and (Aaker, 1991) suggested that a strong brand with high equity will have a large number of committed customers, leading to high and continuing interaction and communication between customers and brands.

(Selnes.F, 1993) also confirmed that corporate brand image has an impact on brand loyalty.

When personality traits are employed to portray corporate brand image in an off-line situation, however, (Davis Gary, 2002) discovered that it had an indirect influence on brand loyalty via customer satisfaction. Customer commitment can be defined as a commitment to an organisation or its core competencies, such as its brand, brand associations, such as brand image and brand reputation, and it should be understood that customers can express emotional feelings and a desire to maintain a relationship with a brand, rather than simply purchasing products from it on a regular basis (Tan, 2009). Commitment is the most important component in predicting consumer loyalty (Stowe, 2003); (Eakuru, 2008); (Ibrahim, 2008). Customer loyalty is the result of a commitment that has been approved (Dorsch, 1998); (Ibrahim, 2008).

3 Research Hypothesis

H1: The corporate brand image is a direct path to consumer commitment and is a crucial factor.

H2: Customer commitment follows a direct path and is a crucial component in customer loyalty.

H3: The corporate brand image is a direct path to consumer loyalty and is a crucial determinant.

4 Methodology

To analyse the links between corporate brand image and consumer commitment and loyalty, a quantitative, non-experimental, and explanatory study was done. The original data was acquired via a self-designed questionnaire administered to randomly selected respondents in Kolkata, West Bengal in October of 2021. The secondary data was gathered from a variety of sources, including websites and old academic journals. Random sampling was carried out by creating a self-designed questionnaire and distributing it via Google Form among the respondents, who included students from the hospitality industry, hospitality education professionals, and hoteliers. The total number of respondents (n=120) ranged in age from 15 to 45 years old and worked in the Kolkata hotel business. The primary data was analysed using pie charts as pictorial representations.

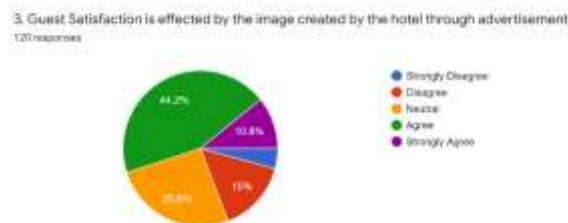
5 Result and Discussion



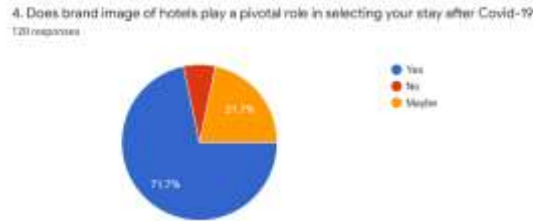
A self-made questionnaire was float in the population and as per the above result it is very clear that 28.3% of population feels that brand image of the hotel is the important driving force to select a hotel to stay. Even 61.7% of population feel that sometimes it is important to consider the brand image of the hotel to select a safer stay.



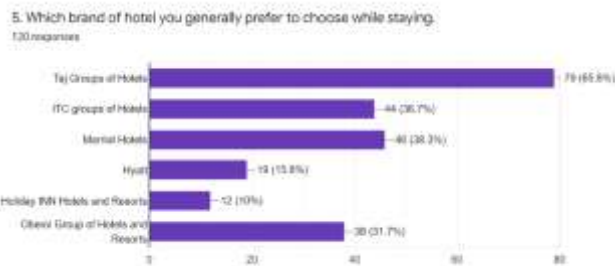
A self-made questionnaire was float in the population and as per the above result it is very clear that 50% of the population agrees that their loyalty towards a brand changes with the change in brand of hotel. Further it can be also discussed that they might be committed towards a specific brand, and might change their loyalty with that brand as well.



A self-made questionnaire was float in the population and as per the above result it is very significant that 44.2% of population believes that their level of satisfaction increases with the brand image created by hotel. Even 10.8% of population strongly believes that it highly influences the satisfaction level of the of the guest when they see the specific brand of hotel is advertising the services of the hotel.

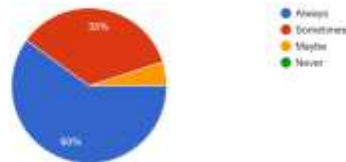


A self-made questionnaire was float in the population and as per the above result it is very significant that the choice of brand of hotel to stay after pandemic is very important area under consideration of the guest. 71.7% of population believes that after the pandemic they became sensitive towards the brand as they maintain all the Covid protocol. 21.7% of population believes that pandemic may change their selection and loyalty towards the brands. The result is quite clear that brand loyalty in the majority of the guest has changed and they have inclined towards the major brands providing all the facilities of Covid protocol and became loyal to the brand.



A self-made questionnaire was float in the population and as per the above result it is very interesting to see the Taj Group of Hotels wins the race in the preference of the population. 65.8% population prefers Taj Group of Hotels for their stay. Then comes the Marriot Hotels, ITC Group of Hotels and last is Oberoi Group. It is clear that Taj has succeeded to create an brand image inside the guest through their world class services and providing guest satisfaction. They have actually created a loyal base of customer for themselves.

6. Feedback form plays a major role in creating brand image of the hotel also increase customer loyalty.
130 responses



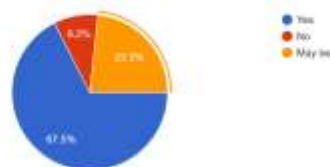
A self-made questionnaire was float in the population and as per the above result it is very significant that the feedback form is very helpful while creating goodwill and brand image in the mind of customers. It is very clear from the above result that 60% of populations actually thinks feedback form helps in getting a better image of the hotel from the eyes of the guest and thus helps in creating a loyal and committed customers. Feedback form helps in rectifying any faulty service in the hotel also helps to add more service to increase the satisfactory level of guest.

7. What are the factors responsible for customer loyalty in hotels.
120 responses



A self-made questionnaire was float in the population and as per the above result it is very clear that that 90% of population feels that good service is the major driving force for the guest to build a loyalty towards the guest. Also it is very interesting to see that polite and well trained staffs and as well as good service is also an important aspect. Thus the above result shows us that this factors are actually a pivotal role in creating a loyal and committed guest or consumers for them.

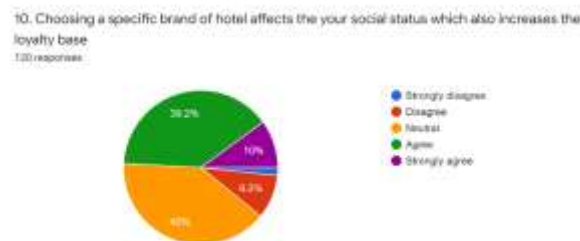
8. Business travelers are more sensitive towards the brand image of hotels
120 responses



A self-made questionnaire was float in the population and as per the above result it is very significant to observe that the 67.5% of the population supports the notion that business travellers are more sensitive towards the brand of the hotel. They generally choose to stay with the big brands like Taj, Oberoi, Marriot as it suits them and their status. They generally choose a hotel of stay on the basis of their company profile and their own profile and societal status.



A self-made questionnaire was float in the population and as per the above result it is very significant that the choice of brand of hotel to stay after pandemic is very important area under consideration of the guest. 40.8% of population believes that after the pandemic they became sensitive towards the brand as they maintain all the Covid protocol. Population believes that pandemic has changed their selection and loyalty towards the brands. The result is quite clear that brand loyalty in the majority of the guest has changed and they have inclined towards the major brands providing all the facilities of Covid protocol and became loyal to the brand. They might not just go back to the brand they were loyal, can also change them if needed.



A self-made questionnaire was float in the population and as per the above result it is very interesting to see that 40% of population believes that social status doesn't have any effect the choice of the stay and selection of the brand, although 39.2% of population thins that social status actually doesn't affect the choice of stay or brand. It is just the personal preference of the individual which makes their inclination towards a specific brand and even make them loyal towards it.

6 Conclusion

The research looks at how corporate brand image affects customer commitment as well as consumer loyalty in the hotel industry. Three hypotheses were tested based on the findings of the literature research and frameworks. The findings of this study reveal that corporate brand image has a direct relationship with customer commitment and is a crucial determinant.

The result supports H1, and it is in line with (Johnson, 2001); and (Davies, 2003). The results for hypothesis 2 show that customer commitment is a direct channel and a factor that has a considerable impact on customer loyalty. As a result, this theory is supported, and the outcome is compatible with (Eakuru, 2008).

The results for hypothesis 3 show that the corporate brand image is a direct path and a factor that has a considerable impact on customer loyalty. As a result, this theory is supported, and the findings are compatible with those of (Tan, 2009), (Johnson, 2001), (Martineau, 1958), and (Selnes.F, 1993). According to the findings, a company's brand image has a large impact on customer commitment and loyalty, and customer commitment has a significant impact on customer loyalty for the sample.

As a result, hotels must place a special emphasis on these characteristics in order to develop a long-term and mutually profitable relationship with customers, as well as establish loyalty as a competitive advantage in the market. It's also worth noting that, following the pandemic, the selection and choice of stay and brand is altered, and is influenced by the government's procedure. So, if a hotel wants to develop a devoted and committed customer or consumer in this new normal, they must follow the protocol's rules and regulations and make the customer feel at home and protected.

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Impact of Covid-19 in QSR operations in India & Strategies to deal with them: A Review

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ABSTRACT. The research reviews the impacts of novel corona virus pandemic in Quick Service Restaurant segment of Food & beverage industry in India and the growth patterns post-Covid. It also examines the short term-impacts and medium to long-term impacts on QSR segment. The study also aims to identify strategies to reduce such impacts. Various research papers and reports were analysed in the study and the findings of the same have been shared herein. The analysis show that though like all Food & beverage Segments, QSR segment also witnessed a high dip in their operations. However QSR segment, especially chain brands witnessed significant revival in their businesses due to existing delivery infrastructure and availability of technology to access contactless dining options. Moreover these brands were able to capitalize on cheap real state. However standalone restaurants and outlets situated in malls were unable to witness similar patterns as chain brands due to various reasons. The short term impacts included product expiry, working capital requirements, and decline in sales and limited customer accessibility. Medium to long term impacts included supply chain management, Human resource management, Training & Development and expansion plans. The study also identifies various strategies which helped QSR segment to deal with impacts of pandemic as well as enlists factors that impacted the growth of QSR in India.

Keywords: Covid-19; global pandemic; Food & Beverage; India; impacts; strategies; sustainability; QSR

1 INTRODUCTION

The novel corona virus disease also known as Covid-19 originated in the city of Wuhan, China in December 2019. On 30th January 2020 WHO declared this outbreak a public health emergency of international concern and a Pandemic on 11th March 2020. By the month of April 2020, lockdown was imposed in nearly 90 countries as a short-term measure to curb the spread of the pandemic. For emergency situations, use of masks & alcohol based hand sanitizers were made mandatory. Social distancing also came into

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play to avoid close contact. Various studies have shown that imposing of lockdowns had helped flatten the curve of pandemic.

Over the next one year Covid 19 impacted lives of many across the globe pushing them towards poverty. Various restrictions imposed to curb Covid 19 were also the reasons to pull down the economic progress worldwide. The Global GDP dropped from 2 % to -6% in the year 2020, which was the steepest downgrade since recessions of 1990. Global remittances fell by 14% as people working overseas were not able to send money home. The businesses saw a grim phase worldwide as most of the businesses were on verge of closing down. Other business firms laid over their employees to cut down on costs. MSMEs were the ones to get a hard hit of covid 19 Pandemic in developing and semi-developed countries.

Food & Beverage related businesses were most badly hit by Covid 19 as the sales directly dropped to zero and expenses were high. The beginning of 2020 saw a downfall in F&B Operations. 84% downfall was recorded in the F&B Business. Stores were forced to shut down or forced to turn down the customers. The customer propensity to dine-in also declined due to health concerns.

India witnessed the similar impact of Covid19 and Prime Minister Narendra Modi announced a 21 day lockdown on March 24th 2020. However, due to increasing cases of Covid 19, the lockdown extended till the month of May and was completely lifted on May 31st 2020 with specific guidelines by Ministry of Health & Family Welfare.

Similar to the impact of Covid 19 in F&B Operations worldwide, Indian Food & Beverage industry saw a great decline in various segments of F&B such as Fine- dining, Banquets and Quick service restaurants. Many Restaurants witnessed a decline of 2-6% in the sales figure of First Quarter of 2020. The Catering establishments offering online services witnessed 50-60 % decline in their sales figure in the same period. Where the QSR industry in India was enjoying benefits of CAGR of 5% every year saw a drastic decline in their growth in FY2020. Due to the closure of restaurants many employees working in QSRs left for their homes, and even after the lockdown was relaxed in various parts of India simultaneously, these employees did not return partially due to the fear of Pandemic and partially due to the policies and guidelines of different state governments. The uncertainties of Covid related relaxations further broke down the morale of people to return. The customers were seldom worried about risk factors related to food before Covid 19, however post Covid witnessed customers focusing more on Hygiene and nutritional aspects of food & beverages as well.

However once the relaxations were provided, QSR businesses also saw a pattern of recovery. For most QSR giants in India, the growth was stagnant and slow. Such businesses shifted their mode of operations from dine-in to delivery system. Launching of their Apps further helped such business to stay in the market and maintain a contactless Service of Food & Beverages.

2 LITERATURE REVIEW

The Quick Service Restaurant segment revolutionized in mid 1990s when big brands like McDonalds, KFC and Dominos started to open their outlets in India. Phase I witnessed emergence of terms such as Quick Service Restaurants, Fine Dining Restaurants and Casual Dining Restaurants. They focused mostly on Tier-1 and metro cities with franchise, partnership and Joint venture models. Phase II (2010-2016) witnessed these business based consumer needs. New ventures started taking interest in Indian market. Brands started investing in Tier II cities as well due to change in country's demographic changes and advancement in technology. Phase III witnessed emergence of new concepts and expansions with advances in telecom sector and digitalization. Digitalization played a major role in QSR operations post Covid 19. (Technopak).

The QSR segment in India is highly dominated by international brands with market share of 44% and contributing 53% of total revenue generated by QSR market as of FY2020.(Technopak, Nirmal Bang Institutional Equities Research).Indian Food & Beverage industry accounted for 3% of India's GDP. Nominal GDP dropped down from 10.3% in FY2020 to 3.7% in FY2021 as per Covid impact Assessment report by NRAI. Data issued by techno park also shows that unorganized sector consisting of dhabas, and small restaurants is falling rapidly post Covid 19.

Reports by NSF global showed the impact of food delivery apps has been huge as well as positive in QSR operations post Covid 19. Delivery platforms such as Zomato and Swiggy have helped the businesses to survive amid first and second lockdown. Where these platforms were seen as ancillary points of sale before the Pandemic hit, have made their way as the most prominent players in the market post Covid. As per the reports shared by technopak the growth of online delivery market increased from 10% to 12.2% due to high emphasis on hygiene and safe delivery methods.

As per the reports shared by NRAI food service market will be able to achieve 85% of its pre-Covid estimates with the largest share of contribution from QSR sector, cloud kitchens and ghost kitchens. QSRs and cafes with existing delivery infrastructure and hygiene and safety measures were the first ones to start recording sales. The QSRs with Delivery apps acted as an asset. The delivery of food started from April 2020 as compared to Dine-in operations which resumed post month of June2020. QSRs also offered high discounts on Food Delivery combo plans.

Covid 19 also impacted supply chain management as restaurants shifted from normal deliveries to 'just-in-time' to reduce food wastages. Managers also suggested maintaining strong relations with suppliers helped building resilience, efficiency and customer experience. As per reports by NRAI the supply chains have benefitted through QSRs as the delivery modes opened up very quickly keeping them in market.

Marketing and Advertising have played a major role where the QSR segment operations lie today. The promotion of contactless ordering and delivery helped the QSRs to grow over the pandemic. Large players leveraged Sporting events like IPL to increase their sales amid Covid. (Technopark, 2021).

3 RESEARCH METHODOLOGY

The study majorly uses a systematic literature review method to analyze summarize and draw inferences from the available literature on QSR Operations. The goal of this study is to understand how QSR segment has dealt with Covid-19 and understand the short term and long term challenges faced by this segment of QSR. The articles figures and studies used for this paper are from year 2020 onwards. Online databases and official websites were used for this study.

4 RESEARCH OBJECTIVE

This study aims at understanding the impact of novel Corona virus in Quick Service Restaurants and the strategies these businesses have developed in last two years to overcome these issues and grabbing back their pre-Covid business. The overall questions intended to be answered with the help of this research are:

1. What are the growth trends in QSR segment Post Covid?
2. What are short term impacts of Covid 19 in QSR?
3. What measures were taken to overcome such impacts?
4. What is the long term impacts of Covid 19 in QSR?
5. What measures were taken to overcome such impacts?

5 FINDINGS & DISCUSSIONS

This section presents the primary findings of the study. The findings are based on the data and statistics analyzed from past researches and reports from official websites.

5.1 Growth trends in QSR segment Post-Covid

The impact of Covid on food service market started in March 2020 which impacted unorganized sector of food service the most because of perceived hygiene issues. However by the mid-march all food service segments witnessed dip in sales due to migration of workforce back home. The food services witnessed 31% dip in 4th quarter of 2020 as compared to 4th quarter of 2019 (NRAI report).

The QSR market also witnessed fall in their sales. The initial lockdown restrictions on Food & beverage Business due to Covid 19 hampered the QSR operations significantly during the initial stages. Government guidelines further guided the prospective customers' dependence on takeaway transactions and delivery. Contactless dine-ins was also introduced gradually by major players. The brands further exploited the technology launching apps to ensure contactless dine in options in FY2021. According to reports shared by Technopak Dominos major franchisee Jubilant Foods witnessed -3.4% of their sales targets, whereas Pizza Hut led Yum Brands witnessed -2.0% of their sales. McDonalds (West & South) witnessed -6.9% of their sales targets. Burger king India witnessed -5.4% of their sales. These figures further dropped in first Quarter of

FY2021 when the Government declared Covid curfew across the nation. Jubilant Foods witnessed -61% of their sales targets, whereas Pizza Hut led Yum Brands witnessed -74% of their sales. McDonalds (West & South) witnessed -54% of their sales targets. Burger king India witnessed -68% of their sales. Second Quarter of FY2021 witnessed the beginning of revival of QSR business. The sections of QSR chains which had different POS infrastructures such as Delivery, started recording their sales in second of FY2021 using basic hygiene and safety measures as mentioned in government directives issued from time to time (NRAI report). Top players of QSR grabbed this opportunity over other segments of food & Beverage providers as they already had the required infrastructure to restart their businesses. With a little modifications in their SOPs, brands like McDonalds & Dominos, started to witness their first sales post Pandemic. The QSR segment also benefitted due to closures of various food and beverage segments such as Fine Dining restaurants, casual Dining restaurants, and small standalone restaurants from the unorganized segment. Jubilant Foods witnessed -20% of their sales targets, whereas Pizza Hut led Yum Brands witnessed -33% of their sales. McDonalds (West & South) witnessed -40.7% of their sales targets. Burger king India witnessed -48.6% of their sales targets respectively as compared to sales of last Financial Quarter. By the Fourth Quarter of FY2021 these businesses started witnessing positive growth as compared to same financial Quarter in FY 2020.

On the other side, many restaurants of major QSR players were not able to generate enough revenue to cover their costs. Such restaurants were forced to close down. These were mainly standalone restaurants offering only dine-in options or the restaurants located inside malls and other such facility management areas. The reason being the Covid guidelines imposed in such Units. The restrictions on malls had a huge impact on operations of such Units. However due to market slowdown many QSR brands were able to renegotiate on rentals by 20-30% (Technopak, 2021).

The above statistics clearly show the upward growth patterns in QSR segments especially in organized sector.

5.2 Short-term impacts of Covid-19 in QSR segment

As discussed above the major short term impact of the Pandemic on QSR operations was the huge decline in their sales. Dominos major franchisee Jubilant Foods witnessed -3.4% of their sales targets, whereas Pizza Hut led Yum Brands witnessed -2.0% of their sales. McDonalds (West & South) witnessed -6.9% of their sales targets. Burger king India witnessed -5.4% of their sales. These figures further dropped in first Quarter of FY2021 when the Government declared Covid curfew across the nation. Jubilant Foods witnessed -61% of their sales targets, whereas Pizza Hut led Yum Brands witnessed -74% of their sales. McDonalds (West & South) witnessed -54% of their sales targets. Burger king India witnessed -68% of their sales. National-wide lockdown followed by strict Government guidelines issued by MoHFW. made a major impact on the operations of this Segment. During 1st phase of lockdown restaurants were not allowed to open through any mode, hence the sales figure dipped to zero and businesses witnessed negative sales patterns.

Another major immediate concern for QSR businesses was shortage of working capital. The segment witnessed huge cash-flow shortages due to lack of sales which made it very challenging to cover operational expenses such as rent, electricity, employee wages, utility expenses and equipment maintenance. This further led to permanent closure of various QSR businesses especially in the unorganized market. The relatively smaller units of organized players also witnessed the closure due to non-fulfillment.

Product expiry emerged as a primary concern once the outlets were closed due to pandemic. The businesses especially organized market had planned and stocked products as per their businesses, however sudden closure of food businesses created a major challenge of how these products had to be utilized and avoid getting expired. Short expiry products impacted the outlets the most.

The QSR segment witnessed more challenges once the curfew restrictions were lifted in June 2020. The first challenge was staff crunch as most of the employees who migrated back to their native places were not willing to return back partially due to impact of Covid-19 and partially due to the strict inter-state transport protocols. Limited business hours added more this challenge. Retaining staff became very tough for QSR segments. Most of the QSR brands had already halted the new recruitments and trainings. These challenges coupled with the post lockdown challenges made it very hard for the outlets of this segment to survive in the market.

5.3 Strategies planned to overcome the short-term impacts

With the beginning of Lockdown in March 2020, QSR segment started facing big blow in their business due to very high dip in sales. To ensure the QSR segment started focusing on other points of sale to generate revenue for their businesses. Many brands such as McDonalds, Dominos & KFC already had existing infrastructure in terms of Delivery System and online Ordering Applications. The share of revenue from delivery increased from 10% to 29% post first lockdown. Marketing strategies were used to further promote these platforms to generate revenue. Unorganized segment of QSR with no Delivery infrastructure, joined hands independent delivery partners such as Zomato & Swiggy to restart their operations. Many QSR brands introduced table-top Ordering system to ensure contactless dining-in experience for their guests. Unorganized Brands cashed the options of online payment apps such as Phonepay, gpay, paytm for contactless payments.

Working capital was optimized by the organized segment of QSR by cutting down labour hours, optimizing manpower requirements due to limited hours of business. Re-designing of menu was done to optimize the equipment output. Supply management also changed from regular deliveries to Just-in-time depending upon the demand. Rent payments were either deferred or renegotiated with the landlords. QSR brands operating in Malls and food courts deferred their payments with mutual understanding with mall management. Product expiry was managed by rotation of products from other outlets with high traffic stores. First In First out was strictly followed for products having very short shelf life. These practices helped positive ROI and better supply chain relations as lesser credit notes were raised for expired products.

5.4 Long-term impacts of Covid-19 in QSR segment

Real income growth tends to be a major long-term concern for QSR segment. Even though the sales trends have been positive post Covid-19 for QSR segment, especially the organized sector, macro factors such as govt. policies, economic reforms and disposable income still remain key factors to ascertain the real time income attained by QSR segment. If the macro-economic environment does not build up as expected, wherein there is no major growth in disposable incomes, it will be very difficult for the QSR formats to grow, especially in smaller cities with limited resources. Whole economic progression of India will have a direct impact in the operations of QSR segment. Adaptability to change in this dynamic environment will be a major factor in sustaining the business in Food Service Industry.

Due to the pandemic, many people have opted out for consuming what may be termed as 'junk food' due to various health concerns. The major part of QSR segment caters to such products. The perception of this segment being unhealthy has its own negative consequences. This might affect the growth potential of the segment in the country.

Shortage of skilled manpower is also a long term concern for the segment. Major players in the organized market had halted the recruitment process during the 1st wave of Covid-19. Being a labor intensive segment this move had created a supply and demand gap for skilled and talented manpower. Attrition rate in the industry, which is nearly 35-40%, has further increased the cost of manpower. Unskilled manpower has further impacted the service standards and the overall food quality. The unorganized section of this segment relies majorly third party logistics to deliver the food to final consumers, who do not have any major food safety training, clean and suitable vehicles and appropriate food boxes. Major concerns arising from consumer end due to unskilled manpower include food tempering, cold food, unhygienic food boxes and sometimes unhygienic personnel. Similar situations are being faced by organized brands of Indian QSR market. Due to unavailability of skilled manpower, the brands had to settle for less skilled manpower that was available at the moment, even after having a good delivery infrastructure. This led to delays in delivery, poor standards of food and high dissatisfaction amongst consumers.

High real estate prices have been an additional factor of long term concern due to ever increasing prices of real estate in last decade. Rent is the second highest expense head after the raw materials which usually accounts for 10-15% of the total revenue. The increasing rate of rentals will hinder the growth of the Outlets for both Organized and unorganized segment.

5.5 Potential Strategies planned to overcome the long-term impacts

There have been various strategies planned or proposed to mitigate these impacts. The strategies may not be fully effective, but have been effective in minimizing the risks so far. Menu redesigning has been done by major brands across the nation so as to attract more customers. Big brands have introduced new products and have discontinued less

profitable products. Various discount strategies are being introduced in the form of combo meals to attract maximum consumers.

Emergence of new dynamics in the market has led the organized players of the segment to work on upgrading their Standard Operating Procedures as per the existing market environment. Focus on contactless delivery and strict hygienic food handling has become a priority post Lockdown due to change in consumer mindset. Food holding times have been reduced with the focus on Just-in-Time delivery methods so as to avoid cross contamination of food products and hygienic handling.

Cloud kitchens have emerged as a new trend in the Food service industry in India and many players from the unorganized segment of QSR have tried to benefit from it. No physical layout and home delivery as a mode of service, the unorganized sector has been able to optimize their expenses and increase their potential income. For organized section, renegotiations with the real estate players both for standalone outlets as well as mall outlets have helped the brands with the real estate rentals. Due to the slowdown in the market the real estate players especially mall management have been convinced to renegotiate the rentals by 20-30%.

6 CONCLUSIONS

The study explores and interprets the short term as well as medium to long term impacts of the Pandemic in the QSR segment of Food service industry in India. The study further analyses the growth patterns in the QSR segment post-lockdown. The segment has witnessed substantial growth as compared to other segments of the Food service industry and is expected to grow more by FY2025. However the market dynamics will keep posing challenges to this segment, both short and long term in nature.

The short term impacts discussed included product expiry, shortage of working capital and employee management apart from initial dip in revenue. The medium to long term impacts include change in consumer preferences, training and development, higher real estate prices and changes in macro-economic factors of the nation.

The study has contributed to highlight the major concerns and potential solutions to such concerns however the study has few limitations based on the methodology used in the research. Although necessary steps have been taken to improve the reliability of findings, the study may lack generalizability. In future large scale surveys and studies may be conducted to increase generalizability of the research.

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The impact of ergonomics on the productivity and performance of hotel housekeepers

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Abstract. Ergonomics as explained by Pamela McCauley, Ph.D. CPE an expert in the field has conducted research on hospitality environments is to minimize work-related risk factors, check injuries, reduce slips, trips and falls etc. as well as reducing musculoskeletal disorders(MSD) caused by sudden and repetitive exposure to force, vibration, motion, awkward posture and static postures etc. Housekeeping department is a backbone for any organization. The department is responsible for maintaining hygiene and sanitation in the entire property. Hence housekeepers do a lot of physical tasks to clean and sanitize the areas to ensure safety, security and comfort of the guest. Hence there are high risks associated with hotel housekeeping staffs that usually go unnoticed. The housekeeping tasks include dusting, lifting and dragging vacuum cleaners, pushing and pulling bed, lifting bundle of linen, undo and redo bed, moving chambermaids' trolley thoroughly cleaning bathrooms and cleaning public areas, and disposing of trash etc. most of these tasks are done repeatedly and frequently in a eight hour shift. Such vigorous task may lead to Musculoskeletal Disorders (MSD). MSD can arise due to sudden exertion (for e.g. lifting a heavy object like), or it can happen due to repetitive movements which usually strains your wrist/arms/neck/waist, or from repeated exposure to exerting force, exposure to continuous vibration, or standing in awkward posture for long hours. At times individual risk factors can also lead to MSD like poor work practices, poor fitness and poor/bad habits. Hence the importance of ergonomics. Ergonomics is a science of designing the workplace suitable to user's need keeping in mind the capabilities and limitations of a worker to increase efficiency and productivity and considerably reduce time and effort. It's extremely important to ensure that the workplaces and equipment are designed accordingly and people trained well to reduce these risks. The research methodology was based on primary data collection, which was collected by circulating a well-structured questionnaire to housekeepers from various hotels for near perfect analysis whereas the secondary data

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was curated from previously generated reports, journals, research papers and other information materials that serves the need of the data accordingly.

Keywords: Ergonomics, risks factors, Musculoskeletal Disorders (MSD), efficiency and productivity.

1 INTRODUCTION

Ergonomics is the study of the design of a workplace area, equipment, machines and tools, work environment, and standard operating procedure which is related to worker's physical and physiological capacity and its effect on productivity standard while ensuring the safety, health, and wellbeing of the workers (Fernandez, 1995). Hotel Housekeeping is a highly demanding job. Housekeepers are expected to clean and sanitize different areas of the hotel for safety, security and comfort of guest. There are several risks related with housekeeper that always go unnoticed. Housekeeper's tasks include regular pulling, pushing, lifting, and dragging heavy machineries from room to room and from floor to floor all the time. The purpose of this study is to identify ergonomics risk factors related with housekeeping tasks, human factor and the type of work they are involved in the hotel. Basically, the most common ergonomics risk factors associated with housekeepers of any hotel is working in awkward position for long hours, applying force to perform a task repeatedly and repetition of particular movement plus operating equipment which vibrates while in use for long hours.

Many risk factors related to work increase the probability that some housekeepers/individuals may develop a MSD (Musculoskeletal Disorders).



This study will enhance the awareness amongst students, faculties and common people of the risk factors which may occur in the hotel housekeeping.

2 REVIEW OF LITERATURE

The major workplace ergonomic risk factors to consider are:

- High Task Repetition
- Forceful Exertions

- Repetitive/Sustained Awkward Postures
- Contact stress
- Static loading
- Vibration

2.1 High Task Repetition

Many tasks are repetitive in nature, and are often controlled by daily targets and work processes. Repetition of task, when combined with high force or working in awkward postures, can lead to MSD. A job is measured highly repetitive when the cycle time (repeated) is 30 seconds or less.

2.2 Forceful Exertions

Many tasks require high force loads on a worker. In such condition muscle effort increases to support high force required to perform a task, increasing fatigue level which can lead to MSD.

2.3 Repetitive task performed In Awkward Postures

Performing tasks continuously in awkward postures puts excessive pressure on joints, muscles and tendons. Risks of MSD is increases when joints are moved outside the mid-range repeatedly for long hours without adequate rest or recovery time.

2.4 Contact stress

The term 'contact stress' is highlighted pertaining to computer users and it is identified as a risk factor. "Internal stress arises when a tendon and nerve is stretched or bent around a bone or tendon. External contact stress occurs when part of your body rubs against a part of the work area, such as wrist against a table while working on keyboard for long hours.

2.5 Static loading

When forces and torques (it is a measure of how much pressure or force is applied on an object to rotate in its own position) are applied continuously for long duration of time without enough rest may lead to fatigue, lower performance standard along with tension in muscles as well hence it should be minimized.

2.6 Vibration

Vibration reduces tactility which affects the pressure exerted to hold an object in its original position. For restricted vibration exposure of either hand or arm the hand must get a grip of the vibrating object.

Symptoms may be numbness, tingling sensation, and loss of nerve sensitivity as well. The hand-arm vibration syndrome (HAVS) is quite painful and potentially disables the condition of the fingers, hands, and arms the cause being vibration. (raghubalan, n.d.). Two most common injuries that occurs with housekeepers are slips & trips, and falls leading to musculoskeletal disorders.

Some tips to reduce such injuries

Slips, trips and falls do not cause musculoskeletal disorders. Time is a constraints in most hotel so the workers/employees are always in hurry which leads to slips, trips, falls and accidents.

Hence-

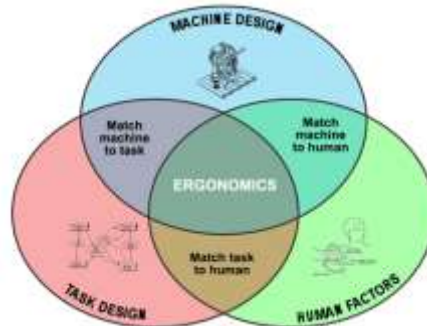
- Ensure that floors in public areas are dry
- Use/ Display signage for wet floor
- Move aside obstacles in pathways, corners and near staircases to avoid tripping.
- Ensure that the staffs are wearing anti-skid footwear to avoid slipping.
- Clean up spillages as soon as possible.
- Move away the cables from regular pathways or stick it to floor to avoid tripping and falling.
- Employers should find out from staffs about frequent accident points and take precautionary action to prevent such accidents.

Musculoskeletal Disorders.

Some of the common injuries that may happen when staff twist their backs frequently while performing a task, raise their arms above their shoulders many time to reach out to an object, bend their wrists or necks repeatedly to perform a task, or stand for long hours on duty in the same spot. These tasks when done with extra force exertion, or done repeatedly or for long hours have a great impact on the worker.

Following are the steps to check or minimize such injuries.

- Train the staffs to follow the best methods/ Standard Operating Procedure (SOP) to complete task.
- Heavy equipment may be lifted or shifted with the help of another colleague or use some mechanism to avoid lifting the equipment.
- Rotate staff from time to time where they will do different set of tasks. (htt3)



By the term ergonomics common people who were not aware about this term about till date presume that it is designed chair/desk/computer/keyboards etc.

Ergonomics isn't only about chair and tables; it is about the relation between human factors, machine design and task design/ SOP.

Truly speaking poor work conditions can lead to high staff turnover. Hence it's very important to ensure that the area of an organization and equipment designed and provided to staff are free of the risks involved with MSD

Major issues in hotels

. Repetitive tasks and continuous physical strain are the major issues for lifetime injury and hotels are the center of these problems.

Housekeeping department is the heart for smoothly operating any hotel/property. Most hotel employees report work related pain just not from housekeeping but from all the other departments as well. Research says that about 62% of housekeeping related injuries are identified as musculoskeletal disorder.

Over a period of time the work conditions have improved but yes still a long way to go. As per research done by S. Buchanan, S Buchanan (Buchanan, 2010) and many stated that till date housekeeping staffs are five time more at risk than others like chefs, dishwashers' etc. major complaints are related to upper and lower back pain and also pain in upper arms, neck, ankles.

Most housekeepers stated that linen cart and vacuum cleaners are usually quite heavy and are always in poor condition in fact even broken making their job harder instead of making it easier. Although it's just not with housekeeping department. There are major issues with kitchens as well like carrying heavy utensils, slipping because of wet floor which is another major problem in kitchen and even repeatedly stirring movement in kitchen etc. all of these may lead to some or the other injuries.

Ergonomic Helps

. By investing in proper ergonomics one can reduce on condensation cost related with on duty injuries. Increase in productivity and performance standards.

Some change in housekeeping process may be solution. For e.g. two housekeepers working together in a venue, like alternatively servicing bedroom and bathroom will surely reduce the repetition of task and make the process comfortable and efficient

leading to better performance and productivity standard. Simple changes in purchasing tools and equipment with ergonomic grips can considerably reduce the undesirable strain on wrists.

Digital technology can help in ergonomics as well. One of the areas where hospitality industry is doing a great job is in check-in process. As stated by McCauley. “hotels now use tablet devices for check-in process for guest, so you need not have the staffs standing behind reception counter all day long.

Pedrette stated that one should look at the larger picture when we talk about ergonomics –hotels should commit to invest in for long-term gain and look after the community for future.(Gross, 2019)

Workers in most organization are exposed to a variety of risk factors that usually affect their health. Whether one is sitting and working or lifting heavy object they have the right to work in a working condition which is free of risk. Protecting your employees from injuries at workplace should be a top priority for all organizations. Although I cannot be injury-proof, and mishaps can happen even after the proper safety measures are taken and staffs are well trained.

2.7 Examples of Common Ergonomic Injuries:

Risk factors, over time, can lead to acute pain, severe injury, and in many case disability plus many more health issues can leave an impact on staff

- **Carpal Tunnel Syndrome (CTS):**. Related to pain and weakness of wrist and hand.
- **Tendinitis:** Tendinitis is inflammation or irritation of a tendon.
- **Lower Back Injuries:** About 80% of working class people experience lower back pain at least once in their lifetime.
- **Epicondylitis (Tennis Elbow):** Tennis elbow is the pain or soreness in the outer part of the elbow.

Signs of an Ergonomic Injury-

. Some ergonomic injury symptoms are stated as follows:

- Piercing pain in fingers/wrists/other body parts
- Tingling pain or numbness in body parts.
- Growth, stiffness and inflammation of joints
- Loss of muscle control at times.
- Loss of body and mind coordination etc.

Many times ergonomic injuries progresses with stages from mild to severe. When an employee complains of discomfort, it is extremely important to try and prevent any such injury right away. This will help in quicker relieve from pain.

2.8 How to Reduce the Risk of Ergonomic Injuries

- Identify ergonomic injury risk factors early on and improve them. Work with new and current employees to ensure their workstations are not only comfortable, but also safe. If employees are working with heavy materials, make sure they are equipped with aids that will assist them or relieve some of that weight.
- Encourage employees to occasionally stand up, stretch, and walk around when their job requires sitting for an extended amount of time.
- If any procedures require repetitive or awkward motions, attempt to eliminate that by making job design adjustments or encourage short breaks every 30 minutes to an hour.
- Regularly update training courses for the employees to reflect any changes and to keep ergonomics fresh within employees' minds. (Resources, n.d.)

Layout plays an important role and the interiors of any hotel/ restaurant have become more than just visual appeal. Well-designed space always enhances the purpose of using an area. Layout of either guestroom, kitchen or even restaurant are directly connected with ergonomics (Giving space to perform a task comfortable). However hotels specifically in India are yet to recognize the benefits of ergonomics fully.

Ergonomically designed areas/layout, furniture, tools and equipment enhances the worker's productivity, performance/efficiency and safety which ultimately also enhances revenue for the organization. Nonetheless it also includes using the correct material/ raw material as well.

Some specimens of ergonomic designs depending upon the hotels positioning-

2.9 Interiors of the building or room-

- Vinyl flooring are more durable compared to carpets and much easier to clean and maintain. Carpet requires more attention and manpower and carpets also attracts dust which may lead to allergies.
- Shower cubical instead of bath tubs are more space saving and easy to clean and maintain.

2.10 Lighting in different part of hotel-

Lighting adds to huge recurring expenses. LED over traditional lighting will consume much less energy and is highly durable plus easy to maintain hence very cost effective too. Motion sensor lighting is a great alternative to minimize the recurring cost of energy consumed.

2.11 Dynamic Spaces

- Curating room for specially abled guests like low level furniture like wardrobe, bed, chair and table, low magic eye, non-skid flooring in room and bathroom, wider door for wheelchair to move freely etc.

3 A common and effective program is “Lean Management”.

Lean Management enhances the flow of services through an efficient process which needs minimum human effort, less space, least capital as well as time. The intention behind this is to increase performance and productivity with minimum cost and time involved and very importantly minimize/ eliminate wastage and at the same time increase profitability. (Sethi, 2020)

Ergonomics refers to techniques and actions to fit the workers need. In housekeeping, it refers to for e.g. designing the chambermaid's trolley or vacuum cleaner user-friendly for the employee so that it can be used effortlessly.

Ergonomics helps in improving human safety, their health and wellbeing. While using the vacuum cleaner for example, safety means that the cord coils up automatically inside the device to avoid tripping. Ergonomics derives from the Greek words 'ergo', means 'work', and 'nomos', means 'natural law'. Housekeepers are always physically active. Hence they need to be in good physical health in terms of respiratory system. Housekeepers are always on their feet and they hardly have any time to relax. Their task involves pushing, pulling, stretching and exerting force too. It is suggested that housekeeper wear flexible, light and breathable to help housekeeper move and perform their task freely. Few safety gears like knee and elbow pad, waist belt and comfortable shoes with anti-skid sole etc. can be of good support. (2020)

Many tasks performed by ground level staffs need to put pressure or force to perform most task which increases fatigue which can lead to MSD. Some of the control measure that may be taken-

Using mechanical assistance, height adjustable worktables, electronic equipment and ergonomically designed tools will reduce much effort and to maintain optimal joint movements. Staffs should be well trained on Standard Operating Procedure (SOP)/work technique. Job rotation is one of the best way to reduce risks factors that can lead to MSD. Implementing rest or breaks give an opportunity to recover. A job is considered highly repetitive if the cycle time is 30 seconds or less. (Middlesworth, n.d.)

4 OBJECTIVES

- In the light of the topic of discussion the following objectives are pursued:
- To emphasize the importance of ergonomics.
- To create awareness about the health hazards caused by poor ergonomics.
- To suggest ways and means to implement good ergonomic practices in the housekeeping department.

5 HYPOTHESIS

- Whether ergonomics create health hazards.
- Whether organizations do focus on a wholesome approach on ergonomics for a better and healthy workspace for their employees.

6 RESEARCH GAP

After a detailed overview of the Literature where experts and other sources have expressed their point of view, the gap in previously done research work was observed:

- The research work conducted in this particular field is found to be less in India exclusively regarding ergonomics practices in hotel. Many research works have been done in this field but following variables are still unexplored in the context of hotel industry.
- Also, the disastrous effects of poor ergonomics on the health of the housekeeping staff has not much been highlighted in any of the previously done research works.
- Our research work is to highlight the importance of ergonomics amongst housekeeping staff and to suggest ways and means to enlighten the decision makers of the hospitality sector to create good ergonomic situation for the staff to prevent them from suffering from musculoskeletal diseases in future.

7 RESEARCH METHODOLOGY

7.1 RESEARCH DESIGN

- The methodology of the research project is entirely based on **Survey Method**.
- The data will be collected from the stakeholders in form of survey and through a well-structured questionnaire.
- The questionnaire consists of both open and close ended questions.
- The name of the individuals and the organization selected for data collection will be exhibited as sample A, B, C, D and so on.

8 DATA COLLECTION

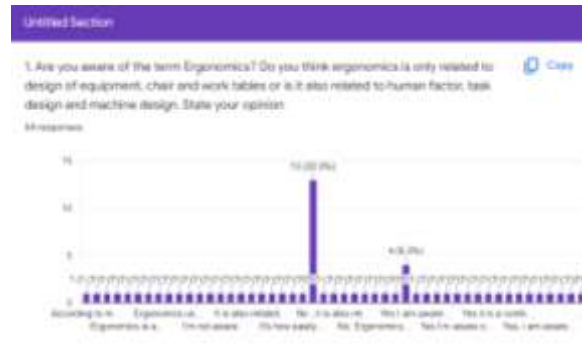
A total of 64 samples were recorder. Various mathematical charts have been used to compile the data.

Secondary Data- Includes past references from books, papers, websites and journals.

Primary Data- Includes results we have gathered by circulating the structured questionnaire.

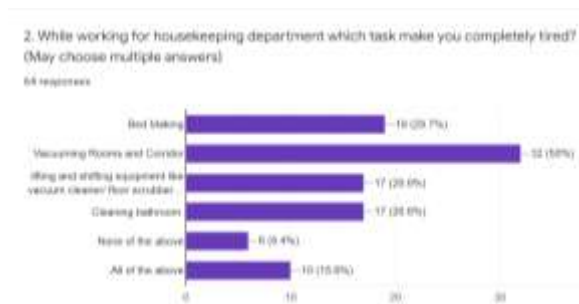
9 DATA ANALYSIS

1. Are you aware of the term Ergonomics? Do you think ergonomics is only related to design of equipment, chair and work tables or is it also related to human factor, task design and machine design? State your opinion.



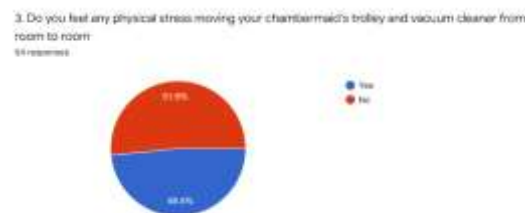
Most of the respondents are aware of the term Ergonomics and they know that it is not just related to the design of equipment, chair and work tables but also related to the concept of making the workspace more comfortable and efficient.

2. While working for housekeeping department which task make you completely tired? (May choose multiple answers).



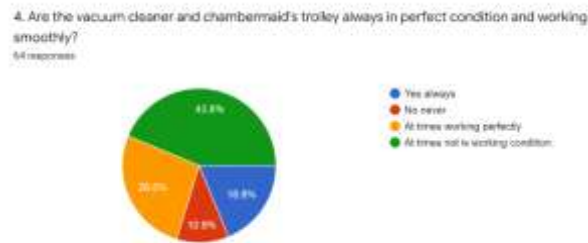
50% of the respondents feel tired while vacuuming rooms and corridor while 29.7% feel tired while doing bed-making. Rest considerable amount of staff feel also feel tired while lifting and shifting heavy equipments or cleaning bathroom.

3. Do you feel any physical stress moving your chambermaid's trolley and vacuum cleaner from room to room?



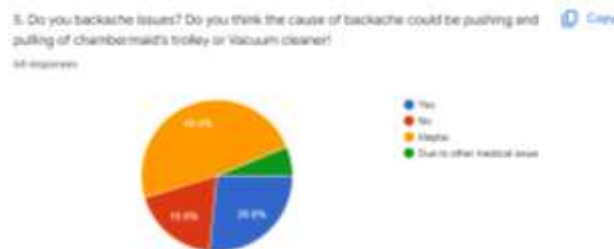
Majority of the housekeepers don't feel any physical stress while moving the chambermaid's trolley and vacuum cleaner from one place to another which indicates that these are ergonomically well designed and easy for the staff to carry around.

4. Are the vacuum cleaner and chambermaid's trolley always in perfect condition and working smoothly?



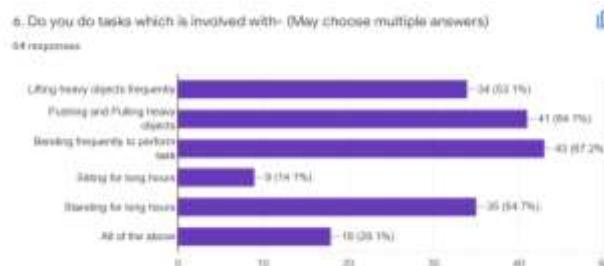
About 43.8% of the housekeeping staff have stated that the vacuum cleaner and chambermaid's trolley they use are not always in the perfect working condition. This is one of the biggest reason of musculoskeletal diseases amongst housekeeping staff.

5. Do you backache issues? Do you think the cause of backache could be pushing and pulling of chambermaid's trolley or Vacuum cleaner!



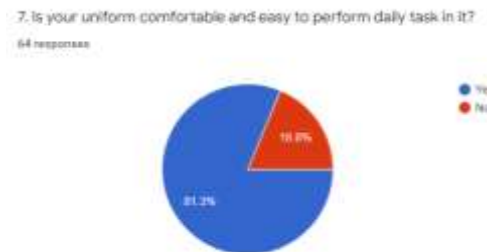
Majority of the housekeepers have backache issues and the probable reason of it is because of pulling the chambermaid's trolley or vacuum cleaner. This is because of poorly designed equipment that put stress on the back.

6. Do you do tasks which is involved with- (May choose multiple answers)



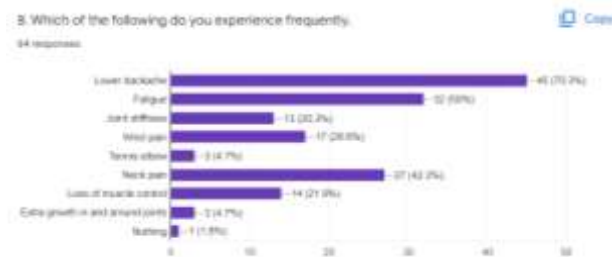
Majority of the housekeepers are involved with tasks like pushing and pulling of heavy objects, bending frequently to perform tasks standing for long hours and lifting heavy objects frequently. These are the major causes of musculoskeletal disease.

7. Is your uniform comfortable and easy to perform daily task in it?



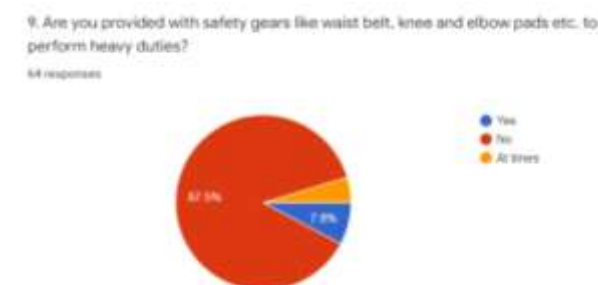
Organizations do realize the importance of comfortable uniforms especially for the housekeepers who do a lot of hardcore physical activities throughout the day. And comfortable uniforms give them the ease to perform these heavy tasks without any discomfort.

8. Which of the following do you experience frequently.



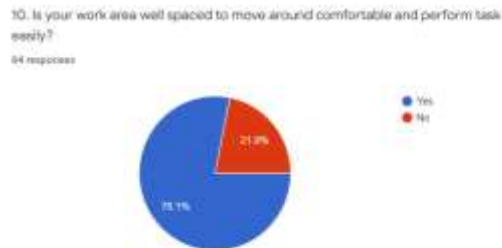
Most housekeepers responded that due to the heavy load of work that they perform everyday they experience lower backache, fatigue, neck pain wrist pain etc. These symptoms are a clear indication that the workplace is not designed ergonomically.

9. Are you provided with the safety gears like waist belt, knee and elbow pads etc. to perform heavy duties?



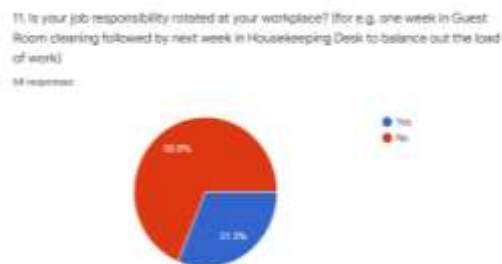
Hotels and hospitality sectors of our country do not realize the importance of safety gears and their role in preventing MSD for a better future of the housekeepers. Thus a clear majority of 87.5% have responded that they are not provided any safety gears for work.

10. Is your work area well-spaced to move around comfortable and perform task easily?



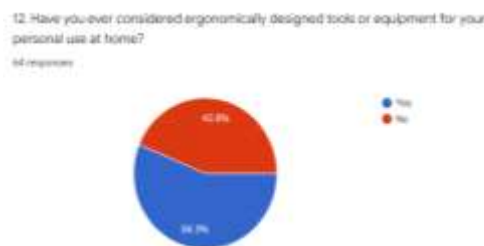
It is a positive change brought about in organizations where workers are offered spacious and comfortable areas to perform their daily tasks.

11. Is your responsibility rotated at your workspace? (for e.g. one week in Guest room cleaning followed by next week in housekeeping desk to balance out the load of work)



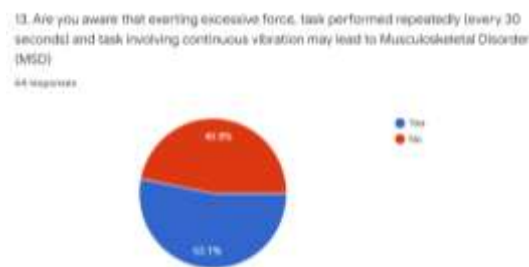
Majority of the organizations aren't aware that if an employee is performing the same task for a considerable length of time it may lead to serious consequences and can give them injuries in the nerves, muscles and spinal cord and the damages can be as grave as a lifelong injury.

12. Have you ever considered ergonomically designed tools or equipment for your personal use at home?



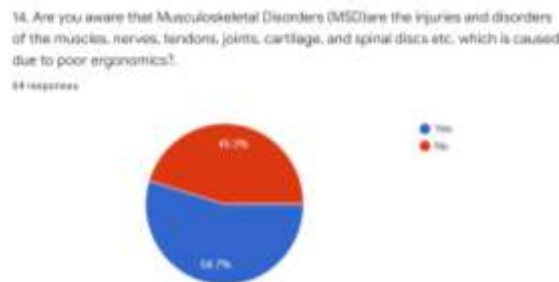
Majority of the respondents do consider ergonomically designed tools and equipments for their personal use but a big section of people are there who don't consider this and this leads to health disorders in future.

13. Are you aware that exerting excessive force, task performed repeatedly (every 30 seconds) and task involving continuous vibration may lead to Musculoskeletal Disorder [MSD]



53.1% of the employees are aware that excessive force, and tasks involving continuous vibration may lead to musculoskeletal disorder. But a large no of people are completely unaware of the fact and thus do not take any precautions while performing such tasks.

14. Are you aware that Musculoskeletal Disorders (MSD) are the injuries and disorders of the muscle, nerves, tendons, joints, cartilage and spinal discs etc which is caused due to poor ergonomics?



Majority of the respondents are aware of the term musculoskeletal disorders and its consequences caused by poor ergonomics.

15. Do you think bringing few changes in designing your workspace, tools and equipment can help in reducing the health risk of workers in your organization?



Some common opinions received from respondents are as follows:

- Safety gears can be provided. Ample rest periods and alternate shifts can be given to help employees get ample rest.
- Ergonomically shaped equipment could be beneficial for work environment and also help the worker.
- Engineering the uniform design can help it to a great extent.
- Changing workspace layout helps improve productivity, employee morale and individual organization. With a space management tool we can easily switch up our floor plan in real-time to keep our organization energized and productive.
- Having vacuum cleaner in working condition at all times and being able to adjust their lengths. More bigger work space to have an ease for movement.
- Yes I think bringing practical ergonomics in use can make the workload of the housekeeping staff much less, and make their work easier. For example the chambermaid's trolley being used in my organization is wooden and heavy and the uneven ground surface due to carpets and marble floors make it difficult for us to push and pull around. Also in my organization extra beds are stored in one floor pantry only so whenever it is required in other floors it has to be dragged around and lifts have to be used for transporting them.
- Yes definitely, for example if the neck of the vacuum cleaner is long enough so that the housekeeper doesn't have to bend to vacuum the room, the risk of backache can be avoided to some extent. Also, the retractable handle of the vacuum cleaner should be long enough so that the housekeeper doesn't have to bend which will provide ease of movement and faster movement.
- Yes, indeed it can. The in room dustbin can be a bit lighter in weight. The furniture used only if we would talk about the heavy chair along with the foot rest could be lighter then vacuuming would be easier. If the carpets would be used of darker color then vacuuming if done in two strokes, (I meant not in one continuous stroke) the uniformity of the carpet as well as the ambience of the room would be maintained.
- It would reduce the physical stress a bit (vacuuming would be easier). There should always a trolley in the soiled linen area such that at the later stage after making of rooms it is easier to remove those soiled linen in bulk at once.
- Mainly the work on one a particular employee should be reduced and distributed equally among all the people. It's often seen that often when hotels get fully sold out and some employee's don't come for work in housekeeping all their work has to be done by people present there and it becomes a huge stress for an individual to make numerous rooms.

10 DATA INTERPRETATION

After analyzing the data collected from the survey it gives us a clear picture that employers do realize the importance of ergonomics in the housekeeping department. While certain positive points got highlighted in the survey, certain negative points also came up which are alarming signs and need immediate check.

Amongst the positive points we see that a lot of work has been done to make the work-space ergonomic. For e.g. chambermaid's trolley and vacuum cleaners have been chosen to be less stressful on the physique that doesn't create any stress on the muscles and joints.

Also comfortable uniforms are provided to make the staff feel comfortable and easy to move around in. But the housekeeping staffs do report that they feel fatigued and face issues like body ache, wrist pain, back and neck pain after their shifts.

They also use equipment which are not in the best of the conditions and this causes them to put more pressure while handling them.

Housekeepers are also aware of the serious health conditions like musculoskeletal disorders that are caused because of poor ergonomics but do not take much effort to improve the situations.

Not much use of safety gears like waist belts, knee pads, elbow pads etc. clearly show that preventive measures are not taken to prevent these above mentioned diseases. This could lead to lifetime damages and sufferings for the housekeeping staff.

11 REMEDY

- How to implement reskilling or upskilling into a system-
- Every organization has its own ways and methods to implement ergonomics in their workspace strategies. Here are some suggestions:
- The housekeeping staffs should monitor the warning signs in their bodies like fatigue, body aches, stiffness in joints etc.
- Avoid extreme joint positions like stressing the neck, hands etc. beyond mid-range.
- Changing work postures frequently
- Use of safety gears.
- Taking short breaks in between tasks for resting the muscles and joints
- Using electronic devices to lift heavy objects.
- Rotating jobs and shifts within the department to provide ample rest to the body
- Keeping the equipment in mint conditions for smooth operations.
- Follow the employer's occupational safety and health instructions.

12 LIMITATIONS OF THE STUDY

The survey has been subjected to biasness and prejudices from the respondents. Thus 100% accuracy of the data collected cannot be assured.

Secondly respondents may be unwilling to disclose information with utmost confidence as they think they might be talking negatively about their organization.

Comparatively smaller sample size as the survey has only been restricted to house-keeping operational staff.

Respondents may have been reluctant to disclose internal information about their organizational SOPs.

13 CONCLUSION

Many areas are still to discover regarding ergonomics practices which need to cover by researchers so that issues and challenges of hotel housekeeping employees will be addressed. Employees have to be aware regarding these practices at work place as well as employer; both sides have to acknowledge importance of ergonomics practices. In Indian hospitality industry, employers need to prepare action plan for implementing these practices. Thus to prevent a lifetime suffering of the housekeepers the action plans need to be implemented with strict vigilance and audit from time to time because as the saying goes 'Health is the greatest wealth'.

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Future of Tourism and Hospitality in the wake of the Covid-19 Pandemic

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Abstract. The novel coronavirus or the Covid-19 has caused incredible tragedy. The number of people suffering from illness, death of loved ones, unemployment, economic impact, health and poverty is overwhelming. Covid-19 has altered our way of life dramatically. Our social interactions, our professional dynamics and our digital relationships are all transformed. The impact of the pandemic has brought the tourism and hospitality sector to a complete halt, a sector which has a great impact on India's economy and GDP. The hospitality sector has undergone a complete lockdown bringing the financial standing to the rock bottom.

Yet the tourism and hospitality industry witnessed some inspiring commitment and strength from hospitality and tourism professionals. The sector is donating food, supporting repatriation and opening the doors to the homeless, front-line workers and those sick or quarantined. Having been accustomed to supporting guests, the hospitality and tourism professionals have breathed new life into hospitality and tourism. In spite of all this the Indian tourism and hospitality has gone back 8 years with regards to the development of the industry with less of footfall and various travel restrictions.

The present research study focuses on the future of tourism and hospitality in the wake of the pandemic and the revival of the sector.

Keywords: Covid-19, Hospitality and tourism sector, pandemic, lockdown, revival.

1 INTRODUCTION

Coronavirus or Covid 19 originated in Wuhan, China in December 2019. China declared the severity of the diseases around the 3rd week of January declaring the diseases as a disaster. Later on the virus started spreading its wings towards other parts of the World like U.S, Iran, South Korea, Italy and Spain. This later also made its adventure

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all around the World forcing the World Health organization to declare the disease as a pandemic.

The novel coronavirus has its existence felt in our country from around January 30th, 2020. The cases however started its steep rise in our country from the first week of April in spite of the lockdown imposed by our Honorable Prime Minister. The Covid 19 pandemic has caused a major decline in all the sectors from Agriculture Sector to Textile Industry to the tourism Industry thus causing a fall in the economy of the country.

The tourism and hospitality industry largely depends on movement of international tourists as well as domestic traveler. The outbreak of COVID 19 pandemic has halted movement across the borders, ban on visas, fear in the mind of traveler about moving out of their places and staying in hotel because the hotels are social places that are frequented by many people using the common spaces and guestrooms with many common points of touch. The tourism and hospitality industry suffered a great setback by the outbreak of the pandemic all around the world with the reduction in the foreign tourist arrivals eventually leading to a decline in the foreign exchange earnings. Faced with significant reductions in revenues amid steady costs, many players within the Travel & Tourism sector, small and large, have been forced to lay off a significant portion of their workforce. Though the process of unlocking led to the reopening of many industries with few guidelines and work from home policies but the tourism and hospitality industry is a service based industry with very little scope of work from home policies.

The changes in tourists' behaviors due to the pandemic has created an opportunity for research and innovation in tourism. A preference for safe and healthy environments is expected. Also, a shift from overtourism destinations to less busy ones, emphasizing rural and nature tourism, is already being seen. This can be an opportunity to promote those places that are more remote to flourish, and at the same time diminish the effects of overtourism in others, as seen before the pandemic (Santos et al., 2020).

2 OBJECTIVE OF THE STUDY

- To have an in-depth study about the impact of Covid-19 on the hospitality industry.
- To find out the obstacles faced by the tourism and hospitality sector in the wake of the Covid-19 pandemic.
- To suggest ways for the revival of the sector.

3 REVIEW OF LITERATURE

In March 2020, the novel coronavirus, or COVID-19 was declared as a global pandemic by the World Health Organization (WHO) following its identification in Wuhan, China in December 2019. As of 1 September 2020, there were over 25 million cases globally, with fatalities surpassing 850,000 worldwide. Since the escalation of COVID-19 to a pandemic, countries across the world have implemented lockdowns, stay-at-home orders and night curfews as well as border closures affecting 3.9 billion people

worldwide, or half of the world's population. The movement of flights was also restricted. In light of the exponential spread of COVID-19, lockdown measures have generally been acknowledged as an effective mechanism in slowing down contamination for high-risk contexts. Researchers estimated that had China not locked down Wuhan on 23 January 2020, the number of COVID-19 cases would have been 65% higher in 347 Chinese cities outside the Hubei Province by 29 February 2020. The implementation of early tracing and RT-PCR testing by countries has also enabled the swifter isolation of infected individuals.

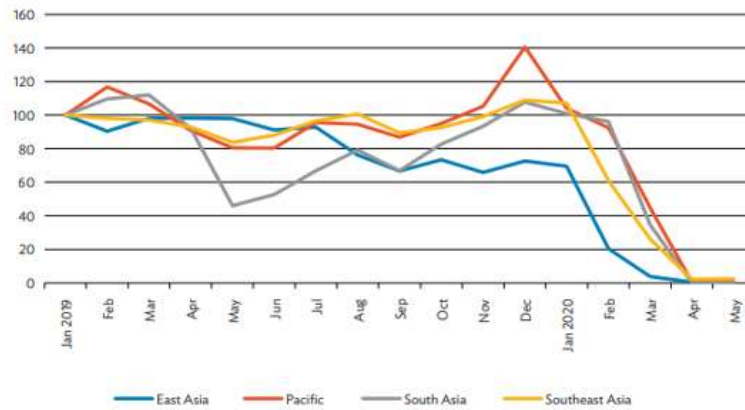
Before the pandemic, at a global level, the industry accounted for 10.6% of total employment (334 million jobs), 10.4% of global GDP (USD 9.2 trillion), and international tourist spending totaled USD 1.7 trillion (27.4% of global services exports) (WTTC). The broad implementation of travel restrictions in response to the pandemic resulted in a 98% decrease in international tourist arrivals in May 2020 compared to the same month of 2019 (UNWTO). Domestic visitor spending fell by 45%, while international visitor spending fell by a record 69.4% (WTTC). A report released by the World Travel and Tourism Council (WTTC) in collaboration with Oxford Economics estimates that in 2020, the sector lost between USD 4.5 and 4.7 trillion, its contribution to global GDP fell by 49.1% from 10.6% to 5.5%, and 62 million jobs were lost (−18.5%) (WTTC).

With most hotels being closed or experiencing vastly lower tourist footfall, industry revenue forecasts of 2020 point to a significant decline. Domestic markets can be anticipated to recover first. It is currently not clear how hospitality businesses can make sure that rooms and dining places are safe for newly arriving guests, or how individual COVID-19 cases occurring in accommodation establishments would be handled. In particular large chains will also have to reconsider their global supply chains, and the dependency structures these have created.

The COVID-19 pandemic has stopped the entire tourism sector for several months. Its full resumption after the end of the pandemic will not be the same as in the pre-pandemic period (Niewiadomski, 2020). The temporary deglobalization offers tourism an unprecedented opportunity to develop respecting the principles of sustainable development by combating over-tourism that generates extremely adverse effects such as environmental destruction, economic exploitation, or overpopulation (Niewiadomski, 2020) (Mangra, 2009).

As international travel restrictions continue to exist in many countries and demand for international travel flow remains low, a quick rebound is not at present. IATA (2020b) expects that global passenger traffic will not return to pre-COVID-19 levels until 2024. In many cases, domestic tourism will lead to the recovery of the sector. We already noticed in those countries that have relaxed some restrictions on movement of people, that domestic tourism is gaining momentum. IATA numbers show that domestic flights have started to rebound in several countries, such as the China and Japan. However, the recovery seems slow and prone to setbacks. In the PRC, even though the virus spread had slowed substantially in March, domestic flights in June 2020 were still about 40-45% lower than in the same period of 2019 (H.Mathias.et.al, 2020).

Fig. 1. Monthly International Tourist Arrivals at Sub-region, January 2019-May 2020



Notes: Only economies with complete data during January 2019–May 2020 were included in estimating the value for each subregion. East Asia includes Hong Kong, China; Japan; the Republic of Korea; and Taipei, China. The Pacific includes Australia, Fiji, and New Zealand. South Asia includes Maldives, Nepal, and Sri Lanka. Southeast Asia includes Cambodia, Indonesia, Myanmar, Singapore, Thailand, and Viet Nam.
Source: Asian Development Bank calculations based on CEIC and Haver Analytics databases (accessed 27 July 2020).

As the sector is going through a transition phase in the face of recovery, the consideration and implementation of diverse policies will be key aspect to support the sector. In the initial phase, policies for the border openings to the definition of common standards and supporting workers to the significant expansion of testing availability will be key to the revival. As the sector adapts to the new normal, it should consider policies to provide travel incentives, facilitate seamless coordination, and enhance upskilling of the workforce. As the sector enhances its resilience, governments can strengthen environmental protections, engage more closely with local communities and involve them, while creating and implementing a new vision for the workforce together in association with the private sector. Ultimately, to reach to the goal of recovery, enhanced coordination within and between governments as well as alignment between the public and private sector will be the key.

3.1 The Concept of Revenge Tourism

From the beginning of 2020, the COVID-19 pandemic has slowed down tourists' desire to travel owing to lack of accessibility and mobility (Hall et al., 2020). Strictly enforced nationwide social confinement and restrictions (Bol et al., 2020), and lockdown and containment zone policies in many countries restricted people's mobility.

People's increased frustration related to the COVID-19 pandemic created the unexpected phenomenon of revenge travel in the tourism and hospitality sector. Despite the prevailing pandemic situation, the emergence of revenge travel was reported in various countries across the globe (e.g., India, USA) (Pasricha, 2021; Whitmore, 2021). Perception of constant fear of missing out owing to the pandemic or other reasons or the next unexpected lockdown may deliberately lead tourists to become involved in last-chance tourism (Hindley & Font, 2018).

The total lockdown meant abandonment of the idea of going out or even making plans for a day-trip, not to mention “long vacations” which were off the menu. The COVID-19 outbreak has ruined the summer holidays which fell normally during the month of June/July/August for the families. For the road trippers, hikers and trekkers, the COVID situation has brought in a whole new level of frustration as they were stuck at home and unable to go on long trips due to the restrictions.

During the pandemic and post-COVID-19, domestic tourism is found to dominate the scene with most travellers coming from nearby areas (Haywood, 2020). In many places, domestic travel is limited to visiting friends and relatives, but this will expand to leisure tourism as well. International travel will gradually revive when the international borders open and international flights are permitted to operate without any obstacles (Baum & Hai, 2020).

Health and Hygiene: Health and hygiene will be very much of a priority in the new era. Personal experiences, the fear of being stuck in a different country and the concerns of physical distancing will drive the consumer behavior in this sector to a great extent. Businesses need to have a close relationship with their extended value chains, mainly with their suppliers and staff to ensure effective implementation of all the new strategies and protocols. Building a trustworthy relationship can help in the revival of the sector.

With the health and hygiene being a matter of prime importance, it is very much an essential to train the staff and make them feel comfortable with the new protocol.

Innovation and Development: With the emergence of work-from-home strategies and digitization consumers are looking for contactless services for a safe and seamless travel experience. With the emergence of new technologies employees and the local community are to be made well aware of this.

Sustainability: While it was obvious early in 2020 that the world was unprepared for the system-wide challenges posed by the COVID-19 pandemic, it was also apparent that 2020 would be a year of desperate, yet feasible, innovations and actions implemented under duress. Some of these innovations and actions, with necessary refinement and support, could hold the key to the transformations urgently needed to achieve both our climate and sustainable development goals (Nature Sustainability, 2020). The world today has shifted their thought towards sustainability which is not just environmental but also social and economical. Therefore it is time for the tourism and hospitality industry to act in a meaningful manner to make the world a better place to live in and make a lasting difference for the future generation.

In 2015, the United Nations launched the 2030 agenda for Sustainable Development with 17 goals to transform the world into a better place to live in. The overall aim of this agenda was to promote a more peaceful, resilient, and equitable world while keeping in mind the sustainability of the planet Earth (The Lancet Public Health, 2020). The array of Sustainable Development Goals (SDGs) includes health and wellbeing as one of these and assumes it as a priority for all age groups (The Lancet Public Health, 2020).

4 RESEARCH METHODOLOGY

The research conducted by us involved the collection of both primary and secondary data. The secondary data for the study was based on the previous work of various researchers. Proper modifications were made in order to fulfill the current research context and purpose.

Primary data for the purpose of the research was collected based on a well-framed questionnaire that was filled by the respondents.

4.1 Sample and Data Collection

The research design used for this study is co-relational with both qualitative and quantitative research design. The sample size for the purpose of the research was 41 respondents (hospitality experts and professionals) from the hotel and tourism sector. For the purpose of the research random sampling technique was conducted. In order to collect the data the survey method (through questionnaire) were conducted among hospitality professionals of India. The data collected was analyzed and compiled using Microsoft excel.

5 DATA COLLECTION

Fig. 2. Gender of the Respondents

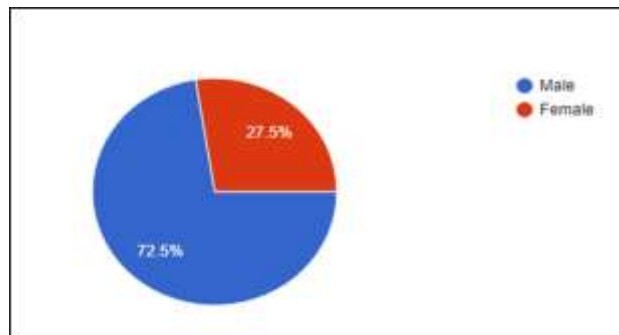


Fig. 3. Age of the Respondents



Fig. 4. Occupation of the Respondents

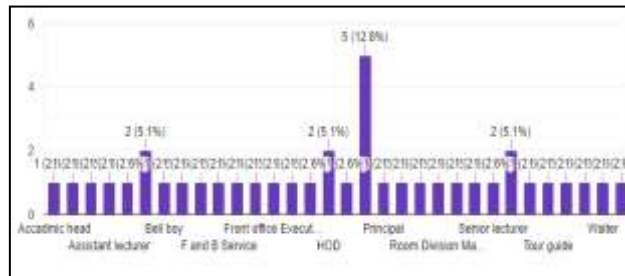


Fig. 5. Immediate action of Hotel Management Colleges after imposed lockdown

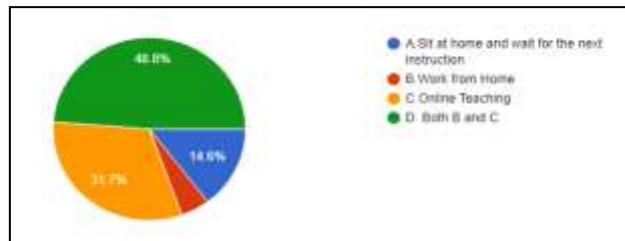


Fig. 6. Adaptability of Teachers to the Online classes

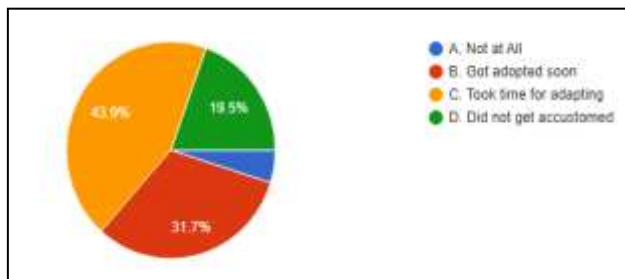


Fig. 7. Reaction of Hotels' to the lockdown

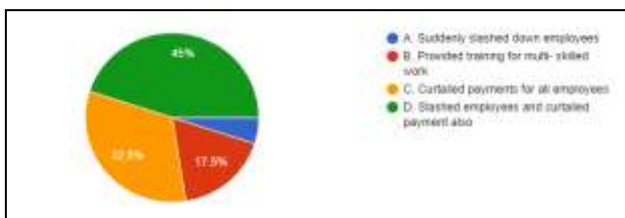


Fig. 8. Obstacles faced by Tourism and Hospitality Industry

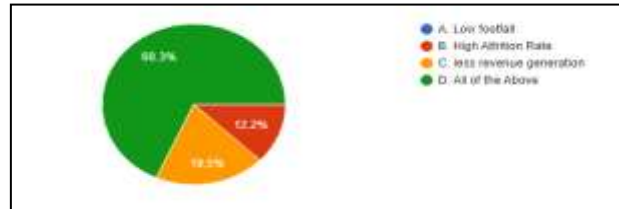


Fig. 9. Will providing subsidies and employing local people enhance Tourism sector?

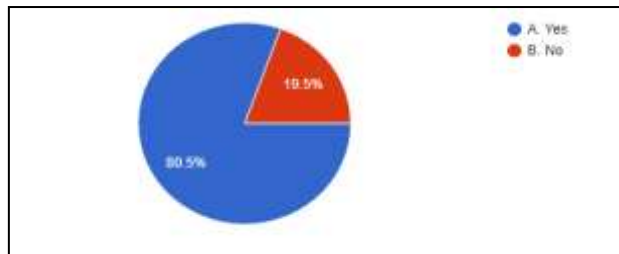


Fig. 10. The promotion of the unexplored areas of each state 'Dekho Apna Desh' campaign was a hit strategy during the pandemic (second wave)

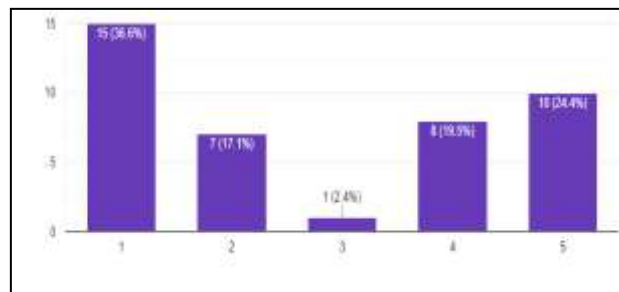


Fig. 11. Revenge Tourism strategy can help revive the Hospitality and Tourism sector

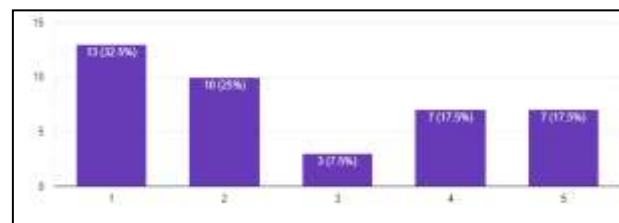


Fig. 12. Impact of new and affordable packages in Hospitality Sector

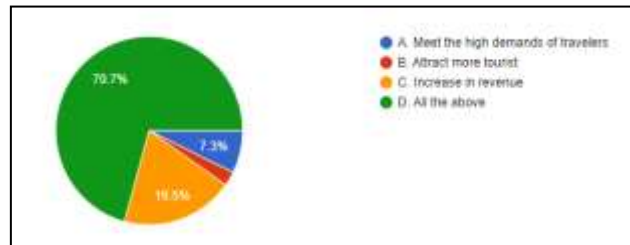


Fig. 13. Marketing Strategies and social media campaign should rebuilt the sector

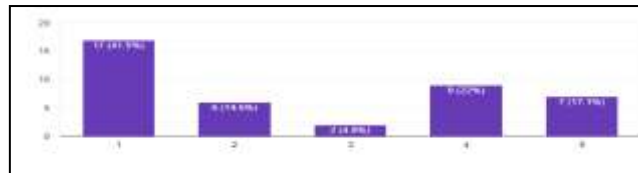
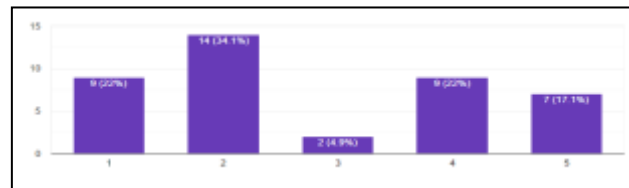


Fig. 14. Promoting Adventure Activities of sustainable tourism



6 DATA ANALYSIS

The data was collected from various young experts of the hospitality and tourism sector. Following the collection it was analysed that with the sudden lockdown measures the hospitality sector got a shock with the hotel management colleges going on a virtual mode of classes which was quite a new to adopt. In the hospitality sector a new trend of revenge tourism came up after the second wave. Tourists became more concerned about health and hygiene. New and attractive packages attracted the tourists with more people looking for adventures. More of domestic tourism took place after the first wave with international travel restrictions still in place. The campaign of 'Dekho Apna Desh' to promote domestic tourism acted as a tool for the revival of the sector. Social media tools and various other promotional strategies and campaigns can influence the rebuilding of this sector where a great number of the unorganized sector are involved. The results do also indicate people interest in going to adventures after being restricted for quite a long time into their homes. Even the work from home strategy has triggered this.

7 CONCLUSION

The pandemic caused by COVID-19 is the largest pandemic that has affected the entire WORLD in the last hundred years, generating a substantial impact on the world economy and even devastating the tourism and hospitality sector. These harmful effects have been caused by restrictions on movement and social distancing rules, fears of illness in an environment other than that provided by one's own home, and a temporary reduction in household income allocated to tourism.

In order to revive the tourism and hospitality sector governments need to develop a systematic approach. During the initial stages of the pandemic, many governments introduced severe containment measures, such as strict lockdowns, which made tourism almost impossible. As the level of new infections continues to decrease, governments typically plan to relax some restrictions, especially regarding the movements of people within its own territory. Though International travel bans are usually kept for a longer period, focus can be done on tourism keeping in mind the trend of revenge tourism. However, due to continued containment measures, such as passenger number limitations in airplanes, the potential of domestic tourism still remains much less compared to the pre pandemic period. The more effective and successful governments are in containing the virus, the more likely it is that they initiate negotiations to open travel with countries that have been equally successful. These negotiations could lead to the establishment of green corridors that allow travel between partner countries following strict health protocols. While the road ahead for the revival of the sector may appear uncertain; we anticipate that the challenges along the way can and will be converted into opportunities by the Tourism & Hospitality sector. The sector will plan out ways and strategies and ultimately return stronger.

There are currently significant concerns about destinations and tourism operators (in terms of their survival). The challenge for sustainable global tourism is to identify a balance between maintaining tourism revenues in developed and developing countries by increasing quality and avoiding over-tourism and targeting international tourism to less developed countries. All stakeholders must contribute to the reconceptualization and restructuring of tourism to the redirection of tourism to orient it towards a sustainable and resilient model, which is optimal in a constantly changing future and characterized by challenges. The success of the sector involves a joint effort from all the stakeholders including government, hotel industry, tourism organizations, airlines and the entire allied sector as well as the local community.

8 LIMITATIONS AND FUTURE STUDY

This study employed a quantitative method based on survey that is inflexible to participants' subjective views on the effect of Covid-19 pandemic, thus, future study is suggested to ask qualitative assessments using in-depth interviews. The data was collected through the online platform, which much easier for the young generations compare to the older generations, and leads to a large number of a younger group of partic-

ipants. A limited set of questions was used to study the objectives and thus future studies should cover the large measurement items. The objective of this study mainly focuses on the impact of Covid-19 pandemic on tourism and hospitality industry and suggests some ways for the revival of the sector. Thus, future study should be conducted to investigate the factors that influencing tourists travel risk attitudes and risk management perceptions during and after the Covid-19 epidemic. This might be helpful for tourism managers and practitioners to pay attention to the control of Covid-19 crisis, and a systematic management strategy to promote the development of the tourism industry and as such help in the revival.

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Use of Social Media among Hospitality Management Students

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Abstract. The present generation of students got their personal smart phones at an early age, the mean age can be considered as 18 years. The digital device and its numerous features including social media is an important part of their life-styles now. They lose their valuable time because of this unproductive work. The willingness to keep checking the notifications and their instant reaction to the virtual likes/comments on social media lead them to zero productivity in real life. Their aimless travel in social media is really a concern now. This practice has widened the relation gap between the young generation and the real family lives. Considering the popularity of social media among students and its related concerns the exploratory study in this topic is pursued. The population used for this study is the hospitality management students. The sample is taken from the public and private hospitality institutes of India. Both primary and secondary data have been used in the research for the investigations. The data have been analyzed further to understand the relation of social media use and the students of hospitality management courses. The study aims to provide few suggestions that will help reducing the social media involvement thus contributing to the physical and mental activeness of students in their real lives.

1 Introduction:

Social media and the handy digital devices have established themselves as an integral and inseparable tool in daily lives of people. Digital devices are used to reach social media even when people go for spending their quality times. They use it while in cinemas, gyms, restaurants or even at family tables. It is a high category pandemic which

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has engulfed all genders, all age groups and profession around the world. Youths' attitude and behavior are adversely affected and they are badly influenced due to social media engagements. They spend most of their times chatting or scrolling aimlessly through the social media timelines. Notably, this study is confined to hospitality students because hospitality management is a professional course and students enrolled here probably spend the longest time period at a stretch within the institute on learning the skills. The classes start from 9 in the morning and it continues till 5:30 in the evening with a few breaks in between. As a result, students look forward to some sources that facilitate entertainment to break the monotony. They try accessing different social media sites during the tea breaks, lunch break, in between the lectures or in any leisure hour during the scheduled study timings inside the institute. They keep loitering and switching from one social app to another aimlessly. This practice is so common these days and has influenced the students' ability to focus. Not just in official hours, but switching through different social media apps such as Facebook, Instagram, Twitter, Telegram, Snapchat etc. in digital devices purposelessly, makes them inattentive and careless in their personal lives as well. This generation is mostly dependent on social media for every little thing. Availability of wider choices of clothes, amenities, foods etc. on commercial apps have a lot to contribute in this regard. People spend hours scrolling through the fashion apps like Amazon, Myntra, Nykaa, Flipkart, Snapdeal or even Swiggy and Zomato for food and beverages. Placing order for a selected product consumes significant amount of time in their daily lives.

The present generation of students got their personal smart phones at an early age, the mean age can be considered as 18 years. The digital device and its numerous features including social media is an important part of their lifestyles now. They lose their valuable time because of this unproductive work. The willingness to keep checking the notifications and their instant reaction to the virtual likes/comments on social media lead them to zero productivity in real life. Their aimless travel in social media is really a concern now. This practice has widened the relation gap between the young generation and the real family lives. Considering the popularity of social media among students and its related concerns the exploratory study in this topic is pursued. The population used for this study is the hospitality management students. The sample is taken from the public and private hospitality institutes of India. Both primary and secondary data have been used in the research for the investigations. The data have been analyzed further to understand the relation of social media use and the students of hospitality management courses. The study aims to provide few suggestions that will help reducing the social media involvement thus contributing to the physical and mental activeness of students in their real lives.

2 Literature Review

The term social media refers to a computer-based technology that facilitates the exchange of ideas, thoughts, and information through virtual networks with a click of button. It is an internet-based technology and gives users quick electronic communica-

tion of contents such as texts, photos, audios, videos, documents or any personal information. Social media can be accessed through different digital devices such as desktop computers, laptop computers, tablet computers, mobile phones etc. Almost 80% of world's population is using Internet facilities and a quarter of the world's population is on social media which has profound impact on its users (Simplilearn, 2022).

Table 1. Synoptic Table

Sl. No.	Authors' Name	Title of the study	Name of the journal/Book	Year of Publication	Research Gap
1.	Pilli, Olga.	The Changes in Social Media Usage: Students' Perspective.	The Anthro-pologist	2015	The power of social networking sites increases in direct proportion with their functionalities so that the popularity and sweep of these sites greatly affect the users' prejudice and thoughts towards them. It is clear that social networking and social media have a large influence on the way people think and behave.
2.	Migin, Melissa & Falahat, Mohammad.	Effect of social media usage on university students in an emerging country	Turkish Online Journal of Educational Technology	2016	The findings suggest that social media can be effectively used in the academia by encouraging informal learning both in and out of classes throughout the semester.
3.	Valentini, Chiara	Social Media	Public Relations Review	2018	The study talks about growing diffusion and adoption of social media in many societies that have made the social media environment an attractive marketplace for organizations wishing to gain visibility and reach out directly to large groups of publics and stakeholders. Social media bring communication and relational opportunities but also chal-

					lenges to strategic communication professionals
4.	Atteh, Evans & Assan-Donkoh, Isaac & Mensah, Yaw & Boadi, Augustine & Badzi, Silas & Lawer, Vincentia	A Thoughtful Overview of Social Media Usage among Students and Its Impact on their Academic Work.	Asian Journal of Advanced Research and Reports.	2020	It allows users to converse and interact with each other, to create, edit and share new forms of textual, visual and audio content. Social media has started creating a negative impact by permeating today's society with millions of us engrossed, unhealthy addiction, in the latest happenings via apps such as WhatsApp, Facebook
5.	Siddhartha, S., A. H. Adil, M. Mulla, and et al.	Usage of Social Media among Undergraduate University Students. 2020.	European Journal of Molecular and Clinical Medicine	2020	As per this paper, these sites have caused potential harm to society. Students become victims of social networks more often than anyone else. This may be because social media is an attractive way for students to avoid boredom while they are studying or searching their course material online, diverting their attention from their work
6.	Amerkar, Ishan & et al.	A Study on Social Media usage among University students in Mumbai and its perceived impact on their Social life and Academic performance	Researchgate	2020	In a nutshell, social media has both positive uses and a negative impact but productive use of social media is recommended to not only improve academic performance of students, but also in improving social interactions.
7.	Owusu-Ansah, Christopher & et al.	The Use of Social Media among First-Year Student Groups: A Uses and	International Journal of Knowledge Content Development & Technology.	2021	Though challenges persist, such as posting of unwanted images, inadequate participation, and ineffective and ir-

		Gratifications Perspective			relevant communication, most are willing to continue their social media groups' membership in the long term.
8.	Saha, Shilpi & Guha, Arun	Impact of Social Media Use of University Students.	International Journal of Statistics and Applications	2021	Some important findings in the study show that everyone possesses and uses at least one social media site and many have more than one. They spend more than one hour daily to use social media.
9.	Sen, Parikshit & et al.	Assessment Of The Effect Of Social Media Usage And Covid-19 Pandemic News Updates On The Mental Well-Being Of Students During The Lock-down In India	International Journal Of Scientific Research	2021	We found a strong negative correlation between the time spent on social media and the mental well-being of students, while no statistically significant correlation between the time spent self-updating on COVID-19 related news and mental well-being was found.
10.	Malik, Amara & Bashir, Iqra & Mahmood, Khalid.	Social media use and information sharing behaviour of university students	IFLA Journal	2021	The findings indicate that the majority of the students were frequent users of social media and visited platforms daily or several times a day.

3 Aim of the Study

To reduce social media use among the students by encouraging physical and mindful activities.

4 Objectives of the Study

- To measure the activeness of students on various social media accounts and time spend by them.
- To assess the purpose and preferred time of social media use.
- To identify attitude and dependency of the students on social media.
- To highlight the impacts of social media on students' personal relations.
- To measure the students' success rate on social media withdrawal attempts.

5 Hypothesis

- [**H₀**]₁ There is no significant impact of social media on the attitude and lifestyles of the hospitality students.
- [**H_A**]₁ There is significant impact of social media on the attitude and lifestyles of the hospitality students.
- [**H₀**]₂ Student's exposure to social media network has no significant influence on their academic performance.
- [**H_A**]₂ Student's exposure to social media network has significant influence on their academic performance.

6 Research Methodology

Population: The research is solely focused on the population of the students from Govt. and Private hospitality institutes in India.

Sample: A non-probability convenience sample technique has been used to a target sample size of 2000 undergraduate and postgraduate students pursuing Hotel Management courses.

Data Collection: The data used for this study have been taken exclusively from primary sources. The primary data have been collected through an exploratory study which was conducted on the targeted sample. Keeping in mind the objectives of the study, a structured questionnaire was shared to the students through different online platforms. The questionnaire contained all the close-ended questions, to gather the relevant data. It has been divided into two sections; the first one is about the demographic information of the respondents and the second covers the questions pertaining to various aspects of social media and its use. A few parameters have been used in the questionnaire to explore the problem. One parameter is further associated with two or more related investigations in order to understand the direction of the problem more effectively. The parameters along with their investigatory tools are mentioned in table 2.

Table 2. Parameters of Investigation

Serial No.	Parameters	Relative Investigations
1.	Activeness	No. of social media accounts, Approx. hours and frequency of accessing the site
2.	Significance	Favorable time and purpose of accessing the media
3.	Dependency	Preferred device for social media log in and its usage before going to bed and after waking up in the morning, Ignorance or postponement of assignments and chores for social site engagements
4.	Personal Relations	Involvement with virtual people and conflicts with real ones
5.	Withdrawal	Attempt to reduce or quit social media account

Further, the collected data have been analyzed using research statistical tools to gather the inferences.

7 Findings and Discussions

This part of the paper contains the findings and results of the study. Respective analysis and interpretations have been discussed in table 3.

Table 3. Respondents' Information

Semester	Obtained Frequency	% Equivalence
2 nd	536	41.2 %
4 th	325	25 %
6 th	438	33.7 %

Table 3 represents the information of respondents who are differentiated on the basis of their respective semesters.

Table 4. Students' activeness on social media

No of social media account per student					
Verbal Interpretation	1	2	3	5	More than 5
Frequency in %	19.6	25.3	29.8	14.8	10.5
Approx. hours spent on social media					
Verbal Interpretation	Less than an hour	1-2 hours	2-4 hours	4-6 hours	More than 6 hours
Frequency in %	9.2	38.3	35.9	12	4.6
Frequency of accessing social media per day					
Verbal Interpretation	Not every-day	Once a day	2-5 times a day	5-10 times a day	10+ times a day
Frequency in %	7.2	11.6	38.2	24.6	18.3

Table 4 shows activeness of students on social media. To measure this parameter different investigating tools have been used. Investigations talk about the number of social media account per student and the analysis states that 55 % respondents have 2-3 accounts, on accessing approx. number of hours spent, 39 % spend (1-2) hours and 36 % spend (2-4) hours daily and frequency for the same are obtained as 38% access 2-5 times a day, to 25% access 5-10 times a day.

Table 5. Significance of social media for students

Respondents' favorable time for accessing social media						
Verbal Interpretation	Meal times	While travelling	During social gathering	In between the lectures	Any spare moment	
Frequency in %	29	35	10.4	5.3	62.2	
Purpose of accessing social media						
Verbal Interpretation	To cure boredom	To share life events & moments	To check what others are doing	News & inspiration	To follow favorite celebs	To find employment
Frequency in %	16.8	29.3	6.0	41.7	2.2	4.0

Table 5 represents the significance of social media for the students. After analysis the data, it is seen that 62.2% students access in their spare times, 35% while travelling and 29% during meal times. The findings also suggests that the purpose for accessing social media is maximum for news and inspiration i.e., 41.7 % and to share life events & moments i.e., 29.3%.

Table 6. Student's dependency on social media

Preferred device for accessing social media				
Verbal Interpretation	Desktop	Laptop	Mobile (App)	Mobile (Browser)
Frequency in %	1.1	2.5	92.9	3.5
Social media usage immediately after waking up in the morning				
Verbal Interpretation	Yes	No	Maybe	
Frequency in %	31.4	37.4	31.1	
Social media usage right before going to bed				
Verbal Interpretation	Yes	No	Maybe	
Frequency in %	53.3	24.1	22.6	
Ignorance or postponement of assignments and chores for social site engagements				
Verbal Interpretation	Yes	No	Maybe	
Frequency in %	10.9	74.7	14.4	

Table 6 shows us the dependency of students on social media. The analysis states that 93% respondents' use social media through Mobile apps, around 60 % respondents check social sites immediately after waking up, around 45 % check the same right before sleeping. The analysis also states that around 75 % respondents have not ignored daily assignments and chores for social media engagement.

Table 7. Impact of social media on students' personal relations

Preference of interacting people on social media over meeting them face-to-face					
Verbal Interpretation	Yes	No	Maybe		
Frequency in %	26.8	50.8	22.4		
No. of social media friends met in person					
Verbal Interpretation	Up to 20%	21% - 40%	41% - 60%	61% - 80%	81% and above
Frequency in %	30.2	16.4	16.9	18.4	18
Problems caused by social media in respondents' personal relations					
Verbal Interpretation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency in %	9.6	22.7	41	20.7	6.0

Table 7 represents the impact of social media on respondent's personal relations. The tools used for measuring the impacts and their respective findings suggest that around 49 % respondents prefer interacting on social media than face-to-face meeting, around 35 % respondents have met 60-80% of their friends from social media in real lives and around 32 % respondents agree that it creates conflicts and problems in their personal relations.

Table 8. Student's withdrawal from social media

Attempt to reduce time spent on social media			
Verbal Interpretation	Yes	No	
Frequency in %	79.3	20.7	
Attempt to quit social media account			
Verbal Interpretation	Yes	No	
Frequency in %	51.2	48.8	
Students' success rate in quitting social media accounts			
Verbal Interpretation	Yes	Partially Yes	No
Frequency in %	20.1	35.7	44.2

Table 8 talks about the withdrawal attempt made by the students from social media. 79 % respondents have attempted to reduce time spent on social media. 51 % respondents have attempted to quit social media accounts. The findings also suggests that around 20% successfully and 36% partially, have managed to quit social media accounts.

The finding of this study shows social media platforms in facilitating students' social interaction in their daily lives. This inference also corresponds with the findings of the study conducted by Chukwuere, Joshua (2021)

The finding of this study also concludes Students' addictiveness to social network has no significant influence on their academic performance. This inference also corresponds with the findings of the study conducted by Ogundijo (2014).

8 Conclusion

- The study concludes that having more than 2-3 accounts on social media is a popular trend among students and they spend 2-4 hours daily on these platforms. Their frequency of accessing is found to be mostly 2-5 times a day which indicates that a significant amount of valuable time is consumed by social media on daily basis.
- More than half of the selected population use social media in their spare times and their purpose of accessing is news & inspiration and to share life events and moments. This gives them access to relevant information for academic and social purposes.
- Mobile phones are the widely preferred device among students, they prefer mobile applications over the browsers for accessing social media. Most likely, it facilitates the ease of access and also meets the financial limits of the students.
- A diminishing rate of human values and relations was observed, as the social media has a significant role in students' personal lives and it leads to problems & conflicts at times. Thus, there is a positive correlation between students' behaviour on social media and their real lives.
- The students understand their dependency on social media and its adverse effects on them and they try to withdraw from it but the withdrawal rate is alarmingly low.

9 Suggestions

- There must be a self-regulated control on digital devices for the social media use though it is challenging.
- There must be a reduction in the ease of accessing the social media.
- Mandatory Yoga classes must be introduced in all the Hospitality management institutes so that the students get benefited from Yoga. It will help reducing the influence of social media and digital devices.
- Introduction of Music classes for the students in the time table as an option for the youngsters in the college premises to divert the attention from Internet and social media can prove to be helpful.
- There should be scheduled hours in the college hostels as a black out period for the Internet to have a break in the social media use.
- College youth must use social media networking sites with some limit timer through self-control and they should spend their quality time in the real world rather than the virtual world.

10 Scope of Future Research

- The same study variables of social media can be extended to different strata namely employees, housewives, elderly people etc. and analyse their attitude, level of dependency and performance.
- There can be study on different disciplines considering age, gender, education etc. and a comparative case study analysis can be developed.
- This study derives social media has no significant effect on academic performance of the students' sample.

11 Limitations

- In the study conducted, the data was collected from the students by self-reporting method which may not be fully accurate.
- This study is restricted to Hotel Management students only.

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Service Quality in Indian Hospitality Industry: A Review

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Abstract. Service quality concepts are not adequately defined, despite the growing prominence of the service industry and the significance of quality as a competitive issue. The ideal way to understand this issue is up for debate in the pertinent literature because service quality is a difficult concept to grasp. Although a comprehensive definition of service quality is not yet possible, the definitions put out by the researchers centre on the notion that it is the outcome of customers comparing their expectations for a service with their impressions of how the service has been delivered. This study aims to review the existing literature on service quality and its attributes which are held accountable in the hotel industry. In order to understand the parameters of service quality management in the hospitality business, the descriptive research design is applied.

Keywords: Service quality, Hotel Industry, India

1 Introduction

In the modern world, tourism is widely acknowledged by different business organizations, international funding organizations, as well as various governments as an efficient way to boost a nation's economic development; in fact, emerging economies like India have started to view it as a potential alternative source of economic growth.

It is impossible to dispute the significance of high service standards in hotel operations (Akbaba, 2006). The ability to precisely comprehend what guests desire is crucial for hotel management. For each distinct section of the hotel industry, managers would

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undoubtedly benefit from knowing the individual expectations of customers, the components of service quality, and their respective value to customers (Dhar, 2015).

The Internet and social networking have a significant impact on everyone's lives today and are given higher precedence in every industry. The tourism industry is one such business that has made extensive use of contemporary technological technologies (Mohsin and Lockyer, 2010; Narayan et al., 2009). This has reduced the number of things people need to store before trips, assisted with comprehensive services that customers can use more readily without disrupting the environment or people's lives, and helped keep social networks up.

The tourism sector has been impacted by quick and effective technological advancements during the past few decades (Bhakar et al., 2015; Dixit, 2013; Sharma, 2014; Shirouyehzad et al., 2012). The way businesses are conducted has changed as a result of new emerging technologies, so it is crucial to comprehend consumer behaviour and perception in order to attract and keep clients in the internet-based travel sector.

The conventional paradigm of the traditional tourist industry has undergone significant modification as a result of its dynamics and rapidly accelerating development. The development of information technology, communications, and the Internet in particular has completely transformed the travel and tourism sector, creating new business models, altering the industry's production structure, and affecting stakeholders like package service providers, destinations, and governments (Borkar and Koranne, 2014).

It is crucial to be able to define service quality, identify the aspects of service quality, and determine their relative relevance for customers as the hotel business faces increased competition and the need to improve the quality of services provided. Understanding these topics could aid managers in the difficult task of raising service standards in the hotel sector (Shukri et al., 2017).

Since its inception, the hospitality business has undergone a great deal of development. Over time, there have been significant changes brought about by a variety of factors (Sharma and Srivastava, 2018). Various factors, such as shifting consumer demand patterns, industrialization, the development of transportation and aircraft, and changes in laws and regulations, may be to account for. The hotel sector has seen incredible upheaval over the past few decades hence service quality needs attention (M. J and Afza, 2019; Poku et al., 2013; Yilmaz, 2009).

2 Objective

In this study, our aim is to review previous studies conducted on the service quality of the hotel industry in India.

3 Methodology

To conduct this research, general databases like google scholar and specialized ones like Scopus, ScienceDirect and Springer were used. Keywords used to retrieve the relevant data were "Service quality", "Hotel industry", "Literature review" and "India".

Around 60 papers were selected for the research but we included the papers which described about the aspects of service quality in the hotel industry in India with respect to both the customer and managerial perspectives. We excluded the papers which concerned the research on SERVQUAL and its attributes and focused on the model and quantitative analysis. The research papers selected were from the time period of 2005-2022. An assessment of the literature on service quality in hotels was conducted in order to create a foundation and theoretical framework for the current study (Kumar et al., 2000). The analysis demonstrates that service quality in hotels is still a topic of extensive global research. Its high relevance relates to client loyalty and repeat business, which, according to numerous studies, are factors in determining a company's success. Studies have long been conducted on topics like as service quality, consumer perceptions of quality, service failures, service competitiveness, etc. However, the literature from the past 15 years roughly is cited in the current study.

4 Results

The review of articles led to the discussion of topics related to service quality which have been categorized as

- The concept of service quality in hotels
- The attributes contributing to service quality in hotels
- Service quality and customer perspective
- The managerial perspective of service quality
- Service quality and Customer Satisfaction

Table 1 gives the details of the literature review conducted and the selected research articles.

Table 1. Details of the literature review

Sl No.	Title of the Research Paper	Year of publication	Theme of the study	Authors
1	Measuring service quality in the hotel industry: A study in a business hotel in Turkey	2006	Service Quality in Hotels	Akbaba, Atilla
2	Measurement of service quality in the hotel industry	2009	Service Quality Measurement	Yilmaz, Ibrahim
3	Dimensions of service quality in tourism - An Indian perspective	2009	Service Quality Dimensions	Narayan, Bindu Rajendran, et al
4	Customer perceptions of service quality in luxury hotels in New Delhi, India: An exploratory study	2010	Customer Perspective of Service Quality	Mohsin, Asad Lockyer, Tim
5	Analysis of customer satisfaction in hotel service quality using analytic hierarchy process (AHP)	2011	Customer Satisfaction and Service Quality	Malekalket, Mohsen Khiabani, Ab

				Gupta, Parul Srivastava, R K
6	A DEA approach for comparative analysis of service quality dimensions with a case study in the hotel industry	2012	Service quality dimensions	Shirouyehzad, Hadi et al.
7	Impact of Service Quality on Customer Loyalty in the Hotel Industry: An Empirical Study from Ghana	2013	Customer Loyalty & Service Quality	Muttaqin, Indra Poku, Kofi Zakari, Mari-ama
8	A study of guest's expectation and perception of hotel service quality: case of Khajuraho, India	2013	Customer perception of service quality	Dixit, Saurabh Kumar
9	A Service Quality Model Applied on Indian Hotel Industry to measure the level of customer satisfaction	2014	Customer Satisfaction & service quality	Sharma, Chandrashekhar
10	Study of Service Quality Management in Hotel Industry	2014	Service quality management	Borkar, Suneeta Koranne, Sameer
11	Customer Satisfaction or Service Quality-Identifying Mediating Variable and Evaluating Behavioral Intention Model in Hotel Industry: An SEM Approach	2015	Quantitative analysis of Service quality and customer satisfaction	Singh Bhakar, Sher Bhakar, Shailja Bhakar, Shilpa
12	Service quality and the training of employees: The mediating role of organizational commitment	2015	Employee training and service quality	Dhar, Rajib Lochan
13	Service quality, customer satisfaction and customer loyalty of the hotel industry in United Arab Emirates (UAE): A measurement model	2017	Customer Satisfaction, loyalty and Service quality	Abbas Dost Mohamad, Hassan Shukri Ab Yazid, et al.
14	Factors Affecting Customer Satisfaction and Service Quality in the Boutique Hotel Industry of Kolkata, West Bengal	2017	Customer satisfaction & Service Quality	Das, Devlina Ray, Santanu
15	Relationship between Service Quality and Customer Satisfaction in Hotel Industry	2018	Customer Satisfaction & service quality	Sharma, SavitaSrivastava, Sidharth
16	An Examination of the Effects of Service Quality and Customer Satisfaction on Customer Loyalty in the Hotel Industry	2019	Customer loyalty & Service quality	Priyo, Sadoso Joko Mohamad, Bahtiar Adetunji, Ridwan Raji
17	Perceived service quality and customer satisfaction: A study of mid-scale hotel industry in Mysuru	2019	Customer satisfaction & service quality	M. J, Sujay Afza, Noor

Table 2 gives an overview of the details of the research papers on service quality selected for the study.

Table 2. Overview of research papers on service quality

SI NO	TITLE	TYPE OF RESEARCH	MODE OF DATA COLLECTION	REMARKS
1	Measuring service quality in the hotel industry: A study in a business hotel in Turkey	Mixed	Self-administered questionnaire	Study conducted in Turkey, Service quality assessment
2	Measurement of service quality in the hotel industry	Mixed	Self-administered Questionnaire	SERVQUAL & SERVPERF Dimensions discussed
3	Dimensions of service quality in tourism - An Indian perspective	Qualitative	Exploratory method which includes literature review as well	0 dimensions of service quality in tourism has been discussed
4	Customer perceptions of service quality in luxury hotels in New Delhi, India: An exploratory study	Quantitative	Interview technique	customer's perspective of service quality in luxury hotel industry
5	Analysis of customer satisfaction in hotel service quality using analytic hierarchy process (AHP)	Quantitative	Model-based research Interview technique used	Customer satisfaction and service quality relationship has been explored
6	A DEA approach for comparative analysis of service quality dimensions with a case study in hotel industry	Quantitative	Comparative analysis	Service quality dimensions discussed
7	Impact of Service Quality on Customer Loyalty in the Hotel Industry: An Empirical Study from Ghana	Empirical research	Survey questionnaire Interviews	Customer Loyalty s A study conducted in Ghana Hotel classification and service quality relationship studied
8	A study of guest's expectation and perception of hotel service quality: case of Khajuraho, India	Mixed	Literature review and statistical analysis	Customer's expectations and perception of service quality. Service quality GAP

9	A Service Quality Model Applied on Indian Hotel Industry to measure the level of customer satisfaction	Mixed	Survey Statistical analysis	SERVQUAL model and SERVQUAL attributes studied
10	Study of Service Quality Management in Hotel Industry	Qualitative	Exploratory research	Service quality management tools analyzed and
11	Customer Satisfaction or Service Quality-Identifying Mediating Variable and Evaluating Behavioral Intention Model in Hotel Industry: An SEM Approach	Quantitative	Model based & Survey	Effect of service quality on customer satisfaction and behavioral intention
12	Service quality and the training of employees: The mediating role of organizational commitment	Quantitative	Questionnaire	Role of organizational commitment in service quality and employee training
13	Service quality, customer satisfaction and customer loyalty of the hotel industry in United Arab Emirates (UAE): A measurement model	Quantitative	Survey	Study conducted in UAE Customer Loyalty Customer satisfaction and service quality relationship
14	Factors Affecting Customer Satisfaction and Service Quality in the Boutique Hotel Industry of Kolkata, West Bengal	Quantitative	Survey	Customer satisfaction and service quality
15	Relationship between Service Quality and Customer Satisfaction in Hotel Industry	Qualitative	Literature Review	Service Quality and Customer satisfaction
16	An Examination of the Effects of Service Quality and Customer Satisfaction on Customer Loyalty in the Hotel Industry	Quantitative	Survey	Service quality and customer satisfaction and loyalty
17	Perceived service quality and customer satisfaction: A study of mid-scale hotel industry in Mysuru	Quantitative	Survey	LODGSERV

5 Conclusion

In an effort to make the hospitality industry a sustainable business venture, this study aims to investigate the function of quality improvement processes in the sector.

Although there are numerous academic and trade papers that discuss guest satisfaction, it is notable that little attention has been given to how customers perceive value, what they expect from product delivery, and how the price they pay for an experience affects satisfaction and subsequent spending.

This study helps the managers to be aware of the advantages of implementing a continuous improvement program in hotel operations and the impact that service quality management has on increasing customer satisfaction from an academic platform.

The study makes a significant contribution to the literature and offers the chance to compare service quality with other similar studies conducted in other areas of the world, it is noted that this is a noteworthy study of service quality in hotels in India (Das et al., 2017; Gupta and Srivastava, 2011; Priyo et al., 2019).

The study advises practitioners to prioritize aspects that hotel visitors value highly and how those features actually affect their actual experiences. This conclusion highlights the areas where the hotels' service and product quality differ. The managerial responsibility is to identify inconsistencies and take corrective action, striving to go above and beyond for the guests in order to earn their loyalty and repeat business. It can be difficult for any service organization to establish a commitment to service quality. Researching customer attitudes, getting feedback, and compiling that data for analysis and research can help to identify areas where performance evaluations differ from those in other areas, which can then be used to develop strategies and actions to address those differences.

This restricts the analysis to the hotel sector but leaves a direction for other hospitality service providers as well for further research.

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