

# Stress Management among the Employees in Hotel Industry: w.r.t. Rajamahendravaram

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**Abstract** - Hotel Industry is one of those industries that demand a lot of hard work, attention, presence of mind, right job attitude, multitasking and multi-processing skills. The level of employees can be classified into three categories, top, middle, and lower level. At all the three tiers of Employee levels, hotel industry is a demanding, and challenging area. However the designation name can vary according to the organization. The human resource in the star category hotels of Rajamahendravaram serve in different departments of the hotel. The jobs demand high skills, hard work, service attitude, competencies and commitment that cater to the needs of hospitality. The Human resource is bound to undergo stress of different types. Work stress places a very high toll on both employees and employers. The ever changing demands of the working world can increase levels of stress, especially for those who are consistently working under pressure. Whilst pressure has its positive side in raising performance, if such pressure becomes excessive it can lead to stress which has negative consequences. This paper throws light on significance of stress in hotel Industry, effect of stress on Performance, attitude and motivation of employees along with a hypothetical study on mobility of employees due to stress.

**Keywords:** Hotel, Work Stress, Employees, Performance, Attitude and Motivation

## I. INTRODUCTION

Human resources are the most valuable assets of any organization. The success of any organization largely depends upon its efficient work force. An efficient organization is one which has highly skilled, efficient loyal workers. Every organization needs to have well trained and experienced people to complete the tasks efficiently.

Stress is simply a fact of nature forces from the inside or outside world affecting the individual. The individual responds to stress in ways that affect the individual as well as their environment. Stress is a term that is commonly used today but has become increasingly difficult to define. Maintaining all the operations of the hotel effectively and efficiently is a challenging task that require skilled and competent work force at different levels of management and employees. Employee's levels can be classified into three categories, top, middle, and lower level. However the designation name can vary according to the organization.

Top Level Employees integrates the functions of whole organization. Overall management includes, determination of management goals and objectives, overall planning, staffing, organizing, directing and controlling whereas Middle Level Stands between top level and lower level employees. While working in the middle, they face pressure from three sides from themselves, top level and lower

levels. Lower Level Employees deal more in operational tasks. There are different industries that demand a lot of hard work, attention, presence of mind, right job attitude, multitasking and multi-processing skills. Hotel Industry is one of them. Employees are expected to do more, handle crises and in general cope with all variety of situations with the best inputs of head and heart. Employees are expected to deal not only with their own pressures but also with the pressure of the people they manage. "Out of different stress induced industries, Hotel industry is one of the key areas prone to stress". For the study 100 employees from different levels are taken from the Star category hotels in Rajamahendravaram, Andhra Pradesh State, India.

## II. REVIEW OF LITERATURE

Timothy Hornsey & David Dann (1986) analyzed that Interdepartmental conflict is a common feature of hospitality situations which has been little investigated (1986) [1]. Taylor & Francis Richard S. DeFrank, Cary L. Cooper framework for understanding the different types of stress management interventions and their possible outcomes (1987) [2]. Mort Sarabakhsh, David Carson and Elaine Lindgren (1989) [3]. A recent investigation conducted by the authors showed that hospitality managers reported significantly greater stress and career interference with their personal and family life, as well as an overall

lower quality of life, in comparison with non- hospitality managers. Taylor & Francis (1995). [4], recognized work stress as a major issue in the human resource management arena, for both staff and management. Glenn F. Ross, (1995) [5] examined mood state stress responses among a sample of Australian hospitality industry employees, together with relevant personality and attitudinal measures. Ross, Glenn F (1995) [6] analyzed that a major issue which is being recognized in human resource management is work stress. Darren Lee-Ross, Nick Johns, (1997) [7], compared the major objectives of large hotel corporations with those of SMEs. Hadyn Ingram, (1997) [8], reviews journal articles and worldwide hospitality and tourism trends research entries relating to three themes: business performance and performance measurement, process and quality improvement and team working. Helen Atkinson, Jackie Brander Brown, (2001) [9] More effective performance measurement features identified include linking operations to strategic goals, and presenting a balance of indicators. Ian Buick, Mahesh Thomas, (2001) [10] , discuss the results of research undertaken on middle management burn-out in hotels within a 50-mile radius of Cincinnati, Ohio, USA. The study found that women experience a higher degree of burn-out than men, as do single (unmarried) managers. Salih Kusluvan , Zeynep Kusluvan, Ibrahim Ilhan, Lutfi Buyruk (2010) , analyzed that Human resources are often seen as one of the most important assets of tourism and hospitality organizations. Numerous studies have examined how employee performance can be managed to contribute to the organizational bottom line.

### OBJECTIVES OF THE RESEARCH STUDY

The present research is an attempt to understand and measure the stress levels of the employees are working in the hotel industry in the costal Andhra Pradesh of Rajamahendravaram. It also examines the types of stress management programs conducted by the management and its usefulness to the employees and its effect on employee work life, social life and productivity etc.

### SCOPE OF THE STUDY

The researcher is of opinion that present study of stress management in hotel industry is vital importance. It is one of the critical success factors around which organization gain core competence as well as competitive advantage. The contribution made by stress management programs to the organization efficiency and effectiveness and its importance in management of human resources had aroused a keen urge and inclination in me to select the present topic for project. Like in other fields, drastic changes have taken place in the way of human capital in recent times. Due to increased competition in today's world, employees are being stressed in their job. It is worthwhile to admit the fact that the concept of stress management has assumed new dimensions. Now-a-days, service sector has taken a major role in the development of the economy. Hotel industry is

the main branch in service sector because as it keeps on meeting the customer requirements. It is reliable learnt that industry is heading towards prosperity since it is flourishing and progressive satisfactory, I have taken special interest in carrying out mu research study in Hotel Industry. It is earnestly hoped that Hotel Industry is bound to the benefited through the suggestions which I offer and take effective measures for correcting deficiencies and inadequacies where ever the existed.

### III. RESEARCH METHODOLOGY

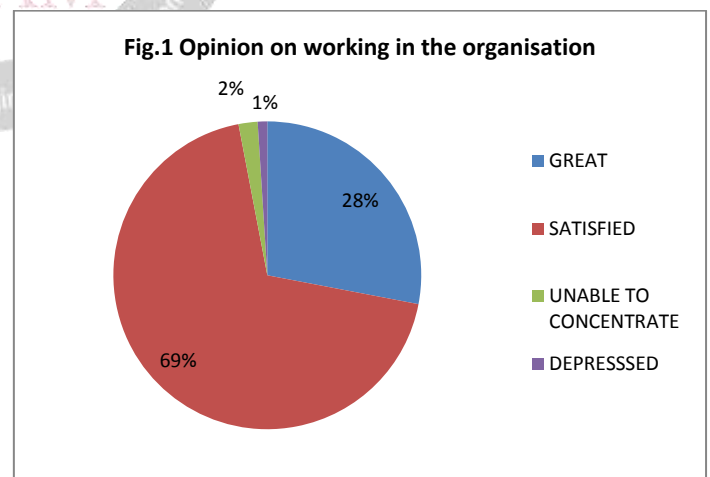
In the research study the data was collected through the primary & secondary data from the employees working in the hotels of the Costal Andhra region of Andhra Pradesh and other sources like books and journals. The data is collected through the Questionnaire method as well as observing their behaviour. This study is exploratory as well as descriptive in nature and an effort to analyze the association between the factors related to hotel industry in Costal Andhra Region. In this study various applications like MS-Word, Office Excell and averages are used to analyze the data. Sample size in the research study consists of 100 employees. 5 top level, 25 middle level and 70 lower level employees from 5 star category or equivalent to star category service hotels have been taken for the study.

### IV. RESULTS AND DISCUSSION

**Table.1 Opinion on working in the organization**

Options	Great	Satisfied	Unable to concentrate	Depressed
Opinion of employees in %	28	69	2	1

Source: Field Survey



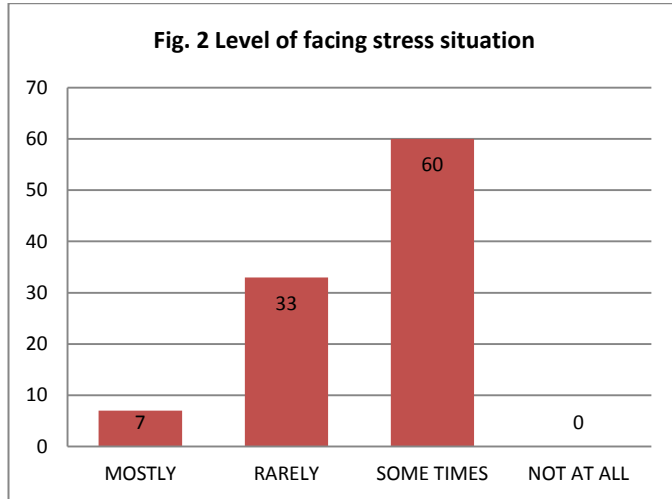
#### Interpretation:

As shown in table 1 and fig 1 shows that 69% employees were satisfied working in their organization 28% employees opined great work in the organization, 2% employees opined unable to concentrate in the organization and 1% employee opined depressed while working in the organization. From this data we observe that the employees were satisfied working in their organization.

**Table. 2 Level of facing stress situation**

Options	Mostly	Rarely	Sometimes	Not at all
Opinion of employees in %	7	33	60	0

Source: Field Survey

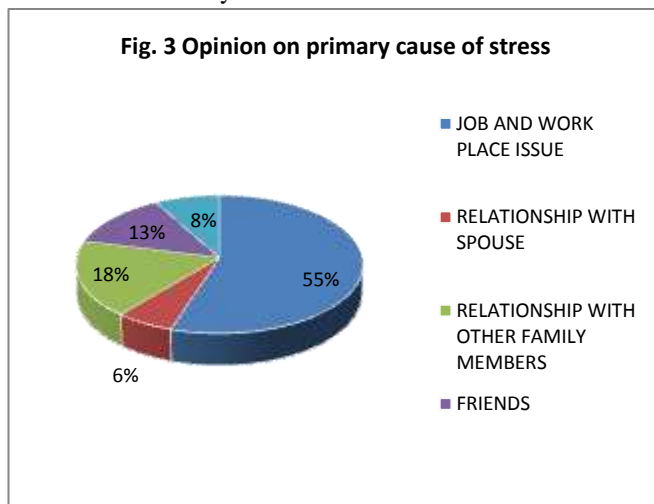

**Interpretation:**

Any employee will face stress situation in the organization. As shown in the table 4.2 and fig 4.2, 60% employee face stress sometimes in the organization and 33% employees face stress rarely in the organization. Only 7% employees face stress mostly in the organization. From this data we observe that the employee face stress sometimes in the organization.

**Table. 3 Opinion on primary cause of stress**

Options	Job and workplace issue	Relationship with spouse	Relationship with other family members	Friends	Other
Opinion of employees in %	55	6	18	13	8

Source: Field Survey

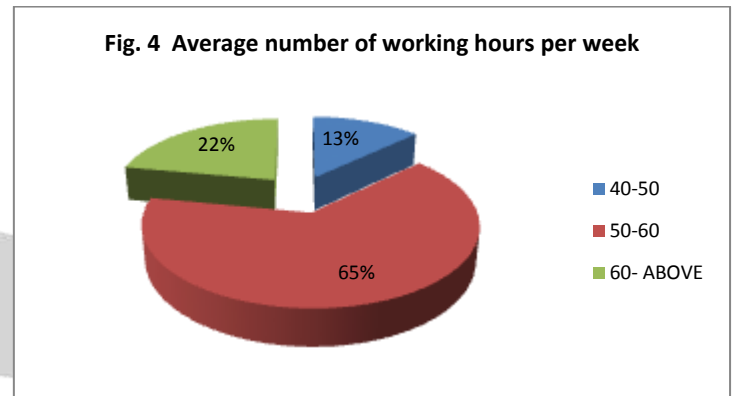

**Interpretation:**

As shown in table 4.3 and fig 4.3, 55% employees cause stress due to job and workplace issues, 8% of employees cause stress due to other like health, financial problems, 6% employees cause stress due to Relationship with spouse, 18% due to Relationship with other family members, 13% due to friends.

**Table. 4 Average number of working hours per week**

Options	40-50	50-60	60-Above
Opinion of employees in %	13	65	22

Source: Field Survey

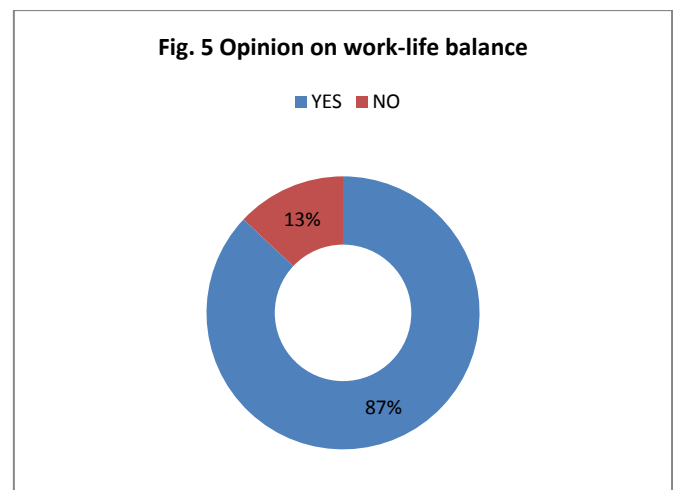

**Interpretation:**

As shown in table 4.5 and fig 4.5, the average number 9 of working hours per week, 13% employees work 40-50 hours per week, 65% employees work 50-60 hours per week and 22% employees work 60-Above hours per week. From this data we observe that the average working hours per week is 50-60 hours.

**Table. 5 Opinion on work-life balance**

Option	Yes	No
Opinion of employees in %	87	13

Source: Field Survey



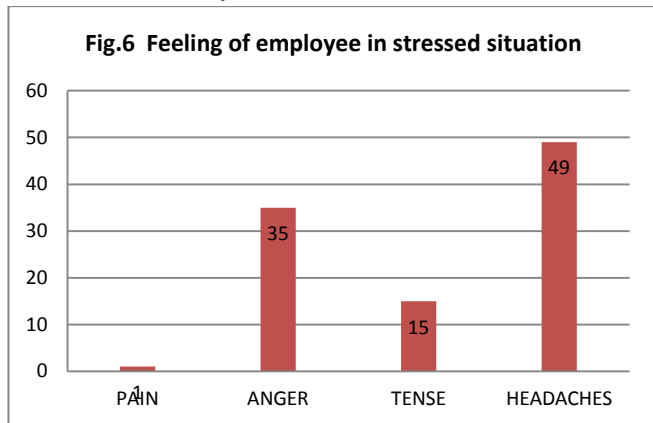
### Interpretation:

As shown in table 4.5 and fig 4.7, 87% employees have good work-life balance, 7% employees doesn't have work-life balance. From this we can observe that employees in the organization have good work-life balance. Here majority of the employees are balancing their social and work-life very effectively.

**Table. 6 Feeling of employee in stressed situation**

Option	Pain	Anger	Tense	Headaches
Opinion of employees in %	1	35	15	49

Source: Field Survey



### Interpretation:

As shown in table 4.8 and fig 4.8, 49% employees feel Headache, 35% employees feel anger, 15% employees feel tense and 1% feels pain when they are in stress. From this data we observe that employees in organization feel Headache when they are in stress.

**Table.7 Action of employee when they feel stress**

Option	Eat a lot	Sleep a lot	Lose your anger over others	Others
Opinion of employees in %	4	27	44	25

Source: Field Survey



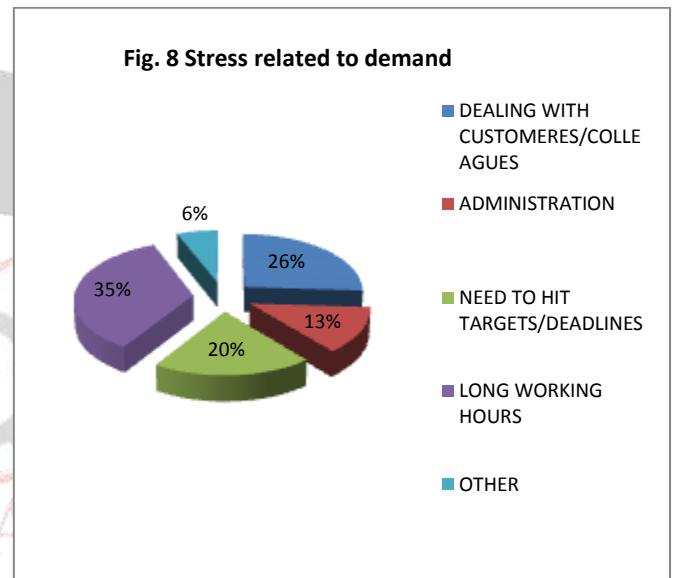
### Interpretation:

As shown in table 4.9 and fig 4.9, 25% employees will remain silent, 27% employees sleep a lot, 44% employees lose anger over others and 4% employees eat a lot when they feel stress. From this data we observe that employees in the organization lose anger over others.

**Table. 8 Stress related to demand**

Option	Dealing with customers /Colleagues	Administration	Need to hit targets/Deadlines	Long working hours	Others
Opinion of employees in %	26	13	20	35	6

Source: Field Survey



### Interpretation:

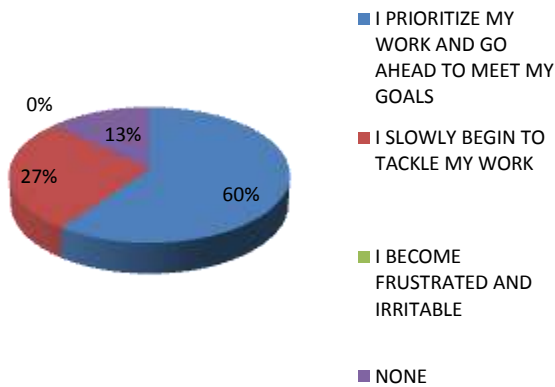
As shown in table 4.12 and fig 4.12, 35% employees has stress due to long working hours, 26% employees has stress while dealing with customers, 20% employees has stress due to deadlines, 6% employees has stress due to family problems, 13% employees has stress due to administration. From this data we observe that employees in the organization have stress due to long working hours.

**Table. 9 Opinion on handling excessive work load**

Option	I prioritize my work and go ahead to meet my goals	I slowly begin to tackle my work	I become frustrated and irritable	None
Opinion of employees in %	60	27	0	13

Source: Field Survey

**Fig.9 Opinion on handling excessive work load**



### Interpretation:

As shown in table 4.14 and fig 4.14, 60% employees prioritize work & meet goals, 27% employees slowly tackle work, 13% employees share with colleagues, none of them become frustrated and irritated. From this data we observe that employees in the organization prioritize work & meet goals. It has been observed that the majority of respondents express satisfaction on working in the organization. Around 69% respondents feel satisfied working in the organization. It was found that 60% of the respondents opinioned that sometimes they feel in the organization. Majority of the respondents has not taken any leave due to work related stress. 75% of respondents have not taken any leave due to work related stress in the past 12 months. From the distributed sample 87% of respondents have good work-life balance in their organization. Management is not effective in handling stress situations. Around 43% of respondents said that the management is not effective in handling the stress situations. Most of the employees share their problem with the function heads.

## V. FINDINGS

From the study, the researcher has come to know that most of the respondents have job stress; the management has taken the best efforts to maintain cordial relationship with the employees. Due to the good working conditions prevailing in the organizations, stress levels of the each respondent seems to be the neutral. Majority of respondents express satisfaction on working in the organization. Around 69% respondents feel satisfied working in the organizations.

- It was found that 60% of the respondents facing stress sometimes in the organization especially the employees those who are engaged in the operations in the hotel industry and the remaining 40% are not facing any stress in their job.

- Majority of the respondents has not taken any leave due to work related stress. 75% of respondents have

not taken any leave due to work related stress. It is very difficult to manage their duties with the other people in the hotels.

- From the sample 87% of respondents have good work-life balance. These respondents are very active in their work. They are highly satisfied with the job and managing their work-life balance effectively and efficiently.

- Management is not effective in handling stress situations. Around 43% of respondents said that the management is not effective in handling the stress situations. In hotel industry mostly services are rendered to the customers so managing and understanding customers' expectations is most difficult thing to the employees.

- Stress of the employees is according to the department they are working. Stress level is different depending on their work. Most of the employees are sharing their problems with the functional heads so that they can get solution from them.

## VI. SUGGESTIONS

Consequent to the above observations and findings through the responses of the employees, the following suggestions could be made

- Management should conduct stress management programs regularly at least once in a month by inviting experts to the organization. Management should reduce the workload of employees from present 54 hours per week to 45-50 hours per week.
- Salaries should be paid to the employees in the first week of the month, instead of paying in the 2<sup>nd</sup> week of the month.
- Management should conduct various programs including entertainment, holiday trip, recognition, appreciation, competition, games, sports, best worker awards, cash prizes, etc to reduce the physical and mental stress of the employees working in the organization.
- Self-analysis through personality type tests will increase the effectiveness and reduce stress. The good time management will reduces the stress.
- For the above said employees facing stress is advised to attend stress management courses which will help them to build coping strategies and cause out of stress. Relaxation activities like deep breathing, playing fun games, yoga and meditation etc should reduce the stress. Every employee should try to get 6 -7 hrs of continuous sleep per day reduces the stress.

## VII. CONCLUSION

The above study reveals that the stress is common factor in the social as well as work life of the humans. Now-a-days, service sector has taken a major role in the development of the economy. Hotel industry is the main branch in service sector because as it keeps on meeting the customer requirements. It provides 24/7 service to the customers and fulfill their requirements. Hotel Shelton is one among them in meeting customer requirements. Today's work environment is one of the constant and & chaotic change, there needs to be dynamic stress management. No one is immune to stress. Realistically, stress can never be totally eliminated from a person's life, off the job or on. The concern is in reducing the part of stress that is dysfunctional. Thus we can conclude that management is providing congenial environment for the employees and at the same time employees also expressed keen interest on stress management programs benefits. Finally the management has some scope in the area and feedback mechanism to make current system more effective. Stress is a vast subject to study and discuss. In the research study the conception of stress is very important. In this paper it is analyzed that stress is an important issue in the Hospitality Industry. This paper gave an insight that stress does exists in the employees of star category hotels of costal Andhra Pradesh. The objectives that stress leads to Mobility of Employees to other jobs are accepted. A productive employee is considered to be not only a good performer but also highly motivated with a positive attitude. The impact of stress on Performance, Attitude and Motivation is also discussed, it can help the employers to know their employees and empower them accordingly. The hotel employees may not have revealed their complete view, due to their prejudices and fears.

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