

## **SCOPE OF STRESS MANAGEMENT IN HOTEL INDUSTRY**

**Dr Purnima Bora\***

---

### **Abstract**

Like any other tourism product or service the hotel product is not storable and in case of non use, it is perishable. The hotel business is highly competitive. For organizational effectiveness that is quality maintenance, growth, productivity and profit the work force in hotels are under high work pressure that results in stress and burnouts. Star category hotels demand duty round the clock. As the expectations are high, the Human resource is bound to undergo stress of different types. How one deal with the seemingly uncontrollable is the key to good management . As nature is full of differences and variety, stress too has its different implications. There is another face of stress, without it life would be routine and dull. One needs pressure but too much will make him/her unproductive and inefficient. Stress management can help in providing a new dimension to stress. This paper discusses scope of stress management in Star category Hotels of Uttarakhand, India. This paper contributes in the awareness and techniques to be taken for effective stress management in Star category Hotels of Uttarakhand. It will help in improving the work quality of employees and employee empowerment at different levels working in these Hotels.

---

---

---

### **Keywords:**

Hotel,  
Human Resource,  
Stress,  
Stress Management..

---

\* PhD, Kumaoun University, Faculty of Commerce and Management Studies

## 1. Introduction

Stress management involves controlling and reducing the tension that occurs in stressful situations by making emotional and physical changes. Managing stress is all about taking charge of own thoughts, emotions, schedule, environment, and the way one deal with problems. Stress Management refers to a wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, usually for the purpose of improving everyday functioning. Although life provides numerous demands that can prove difficult to handle, stress management provides a number of ways to manage anxiety and maintain overall well-being.

## 2.REVIEW OF LITERATURE:

**David Dann', Timothy Hornsey (1986)**<sup>1</sup> , analyzed that Interdepartmental conflict is a common feature of hospitality situations which has been little investigated. **Richard S. DeFrank, Cary L. Cooper, (1987)**<sup>3</sup> , provided a framework for understanding the different types of stress management interventions and their possible outcomes **Robert A Brymer, Pamela L Perrewe, Tony R Johns(1991)** <sup>5</sup> , studied and examined managerial job stress and coping mechanisms in the hotel industry**Dov Zohar,(1994)**<sup>6</sup>, identified that Job stress in the hotel industry has been little investigated, despite indications of its prevalence..**Hadyn Ingram, (1997)**<sup>11</sup> , Draws on generic and industry-specific material to identify “best practice” approaches adopted in other industries that might be applied in the context of hospitality and tourism settings**Bill Faulkner, Anoop Patiar,(1997)** <sup>12</sup>, studied and found that Stress is an integral part of all aspects of an individual's life. examines the sources of stress among front office and housekeeping operational staff. **Peter Jones ,Andrew Lockwood(1998)**<sup>15</sup> , critically reviewed operations management research in the hospitality industry. **Abraham Pizam' ,Steven W Thornburg(2000)** <sup>16</sup> , conducted a pilot study among 62 hotel human resources managers (HRM) in Central Florida was undertaken for the purpose of investigating the magnitude and underlying causes of absenteeism and voluntary turnover. **Hakan V. Erkutlu, Jamel Chafra, (2006)** <sup>22</sup> , examined the influence of leadership power bases on subordinates' job stress at boutique hotels.. **Huseyin Arasli, Ali Bavik, Erdogan H. Ekiz, (2006)** <sup>23</sup> investigated the potential effects of nepotism on human resource management (HRM) practices **Jeanette N. Cleveland,John W. O'Neill,Jodi L. Himelright,Michelle M. Harrison,Ann C. Crouter,Robert Drago ,(2007)**<sup>24</sup>, Work stress and burnout are often cited as precursors to work and family stress, and together these factors influence employee intentions to leave

an organization.Osman M. Karatepe \*, Orhan Uludag (2007)<sup>25</sup>, Based on data obtained from frontline hotel employees in Northern Cyprus, this study investigated the effects of role stress and burnout on job performance..Niala Boodhoo(2009) <sup>34</sup> , analyzed by a group of academics, who found that female, Latino and Asian hotel workers were 1.5 times more at risk of injury than white men..**Osman M. Karatepe & Tuna Karatepe(2009)** **John W. O'Neill, Kelly Davis(2010)** <sup>38</sup> ,studied that Employee stress is a significant issue in the hospitality industry, and it is costly for employers and employees alike. **David Dann, Timothy Hornsey (1986)**<sup>1</sup> , analyzed that Interdepartmental conflict is a common feature of hospitality situations which has been little investigated. **Richard S. DeFrank, Cary L. Cooper, (1987)**<sup>3</sup> , provided a framework for understanding the different types of stress management interventions and their possible outcomes **Robert A Brymer, Pamela L Perrewe, Tony R Johns(1991)** <sup>5</sup> , studied and examined managerial job stress and coping mechanisms in the hotel industry**Dov Zohar,(1994)**<sup>6</sup> , identified that Job stress in the hotel industry has been little investigated, despite indications of its prevalence..**Hadyn Ingram, (1997)**<sup>11</sup> , Draws on generic and industry-specific material to identify “best practice” approaches adopted in other industries that might be applied in the context of hospitality and tourism settings**Bill Faulkner, Anoop Patiar,(1997)** <sup>12</sup> , studied and found that Stress is an integral part of all aspects of an individual's life. examines the sources of stress among front office and housekeeping operational staff. **Peter Jones ,Andrew Lockwood(1998)**<sup>15</sup> , critically reviewed operations management research in the hospitality industry. **Abraham Pizam' ,Steven W Thornburg(2000)** <sup>16</sup> , conducted a pilot study among 62 hotel human resources managers (HRM) in Central Florida was undertaken for the purpose of investigating the magnitude and underlying causes of absenteeism and voluntary turnover. **Hakan V. Erkutlu, Jamel Chafra, (2006)** <sup>22</sup> , examined the influence of leadership power bases on subordinates' job stress at boutique hotels.. **Huseyin Arasli, Ali Bavik, Erdogan H. Ekiz, (2006)** <sup>23</sup> investigated the potential effects of nepotism on human resource management (HRM) practices **Jeanette N. Cleveland,John W. O'Neill,Jodi L. Himelright,Michelle M. Harrison,Ann C. Crouter,Robert Drago ,(2007)**<sup>24</sup> , Work stress and burnout are often cited as precursors to work and family stress, and together these factors influence employee intentions to leave an organization.**Osman M. Karatepe \*, Orhan Uludag (2007)**<sup>25</sup>, Based on data obtained from frontline hotel employees in Northern Cyprus, this study investigated the effects of role stress and burnout on job performance..**Niala Boodhoo(2009)** <sup>34</sup> , analyzed by a group of academics, who found that female, Latino and Asian hotel workers were 1.5 times

more at risk of injury than white men..**Osman M. Karatepe & Tuna Karatepe(2009)**  
**John W. O'Neill, Kelly Davis(2010)**<sup>38</sup>,studied that Employee stress is a significant issue in the hospitality industry, and it is costly for employers and employees alike.

### 3. METHODOLOGY

The objective of this paper is to study the scope of stress Management in Star Category Hotels of Uttarakhand.For the study at hand the 364 employees have been taken from different levels in the 39 star category or equivalent services Hotels of Uttarakhand State,India..In this study a Hypothesis taken and discussed, and tested through One Sample T Test.

**4. HYPOTHESIS:**“There is a large possibility for Stress Management of Human Resource in Hotel Industry of Uttarakhand state”.The respondents were asked through questionnaire regarding which method should be implemented in the hotel for stress management. The purpose of asking this question is to analyse scope of stress management in their hotel. The question is asked in 5 points Likert Scale, where 1 is for Highly Disagree, 2 is for Disagree, 3 is for can't Say , 4 is for Agree and 5 is more Strongly Agree variable . The mean of individual variable is added in order to calculated the composite score ,if this composite score is near to 21 it means most of the employees agree with the lack of scope of stress management in Hotel Industry. In order to test the above mention Hypothesis, one sample t test is applied.

**5 RESULT AND ANALYSIS:** The result of one sample t test is shown below in table number 1.1 The result indicate that the composite scale significantly depend on the test value 21(since p value is less than 5 percent) hence it can be concluded that according to the respondents considered in the study firmly believe that there is a high possibility of stress management in Hotel industry. **Hence Hypothesis is accepted.**

**Table 1.1 One Sample t test**

	Sum of means	Test Value	T Statistic	P Value
Scope of Stress Management	30.0165	21	99.095*	.000

Though Stress management is a challenge for both the employees and the organization they work , but it is not an impossible task.

## 6..CONCLUSION

The hypothesis there is a large scope for Stress Management of Human Resource in Hotel Industry of Uttarakhand state is accepted. It means stress management is a solution to contemporary problem of stress and its bad effects. Effective stress management is a key to quality oriented performance and service. There are different approaches to stress management such as an individual approach and Organizational approach. Some individual approaches are Going to a Hill station, Talking to a person , TV, Sports, Exercise, Yoga, Holiday, medicine, Sleep, alcohol and sleeping. Employers should provide a stress-free work environment, recognize where stress is becoming a problem for staff, and take action to reduce stress. Stress in the workplace reduces productivity, increases management pressures, and makes people ill in many ways, evidence of which is still increasing. Workplace stress affects the performance of the brain, including functions of work performance; memory, concentration, and learning. Stress at work also provides a serious risk of litigation for all employers and organizations , carrying significant liabilities for damages, bad publicity and loss of reputation. Dealing with stress-related claims also consumes vast amounts of management time. So, there are clearly strong economic and financial reasons for organizations to manage and reduce stress at work, aside from the obvious humanitarian and ethical considerations.

## REFERENCES

- [1].David Dann', Timothy Hornsey(1986), Towards a theory of interdepartmental conflict in hotels,  
International Journal of Hospitality Management, Vol 5, Issue 1, 1986, Pages 23–28
- [2]Richard S. DeFrank, Cary L. Cooper, (1987) "Worksite Stress Management Interventions:: Their Effectiveness and Conceptualisation", Journal of Managerial Psychology, Vol. 2 Iss: 1, pp.4 – 10
- [3].Robert A Brymer, Pamela L Perrewe, Tony R Johns(1991), Managerial job stress in the hotel industry,  
International Journal of Hospitality Management,Vol 10, Issue 1, 1991, Pages 47–58
- [4]Dov Zohar,(1994), Analysis of job stress profile in the hotel industry, International Journal

- of Hospitality Management, Vol 13, Issue 3, September 1994, Pages 219–231
- [5]Hadyn Ingram, (1997) "Performance management: processes, quality and teamworking", International Journal of Contemporary Hospitality Management, Vol. 9 Iss: 7, pp.295 – 303
- [6]Bill Faulkner, Anoop Patiar,(1997),Workplace induced stress among operational staff in the hotel industry,International Journal of Hospitality Management,Vol 16, Issue 1, March 1997,,Pages 99–117
- [7]Peter Jones, Andrew Lockwood, (1998),Operations management research in the hospitality industr,International Journal of Hospitality Management,Vol 17, Issue 2, 1 June 1998, Pages 183–202
- [8]Abraham Pizam, ,Steven W Thornburg(2000), Absenteeism and voluntary turnover in Central Florida hotels: a pilot study, International Journal of Hospitality Management, Vol 19, Issue 2, June 2000, Pages 211–217