

Guest Experience and Personalisation: Holistic Health and Wellness

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Abstract

This study examines the impact of employee well-being on service quality in the Indian hospitality sector. It investigates how psychological, emotional, and physical wellness influences guest experience, particularly in a competitive environment. Focusing on factors like job satisfaction, work-life balance, and wellness programs, the research explores strategies to improve staff well-being, such as training, flexible scheduling, and supportive management. Findings indicate that prioritizing employee well-being enhances customer loyalty and positive reviews. The study provides recommendations for hotels to achieve competitive advantage by investing in staff well-being, emphasizing its moral and practical importance in elevating service standards.”

Keywords: Hotel Industry, Well-being, Stress, Tourism, Indian Hotel, Employee.

Introduction

Employees are the most important pillars for any organization's sustained growth and success, and this fact has been proven many times worldwide. Earlier studies have determined that high levels of job satisfaction of employees resulted in better service quality for the customers. (Dey, Sandilyan, & Mukherjee, 2012) However, only recent studies have started looking at the well-being of employees with regard to the quality of services offered by them. Various tools used to measure service quality have been in use, like SERVQUAL, SERVPERF, and more. However, few studies have looked at the impact of well-being on service quality.

Overview of the Indian Hotel Sector

A vital component of India's huge visitor industry, the hotel sector is an important provider of revenue for the country. The hospitality sector in India is rooted in a broad cultural legacy, and it shows its extensive traditions, values, and distinctive landscapes that attract millions of tourists from all over the world and from within India each year.

Figure – 1: Contribution of the travel and tourism sector to the GDP of India from 2019 to 2023 - with projections for 2024 (Keelery, 2024)

Figure 1 represents how crucial a role the Indian Hotel sectors have played in generating revenue for the Indian economy, which is not less than 9.1% to 10% between the financial year of 2023-24 and an average of 5.3% for 2019-2022. The tourism and hospitality sector in India is a major employer and contributor to the country's gross domestic product (GDP). It provides a wide range of services, from affordable to high-end lodgings, as well as unique and

inventive options for niche vacations. Within this larger framework, the hotel sector is essential, serving as both a revenue generator and an entry point for the exchange of cultures and monetary growth that tourism encourages.

Recent statistics show that this industry is one of the biggest job creators in India, contributing about 9 percent of the country's gross domestic product and creating 40 million jobs (directly and indirectly) in related fields.

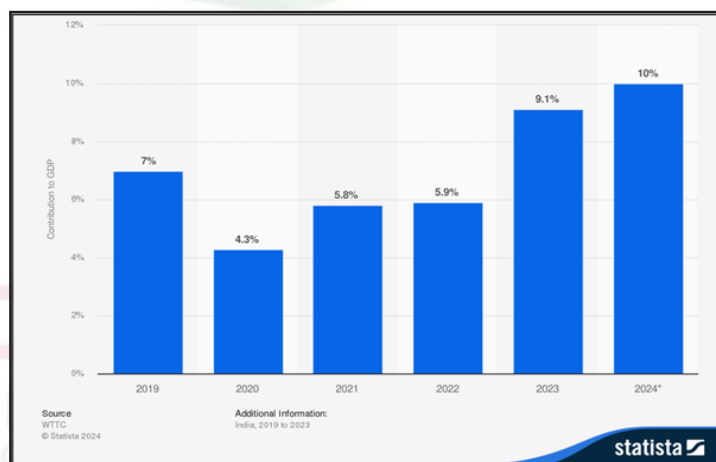


Figure – 2: Growth of Indian Star Hotels post Covid–19 (Khanna & Chalishazar, 2023)

The success of India's hotel and hospitality sector was made abundantly obvious following COVID-19. Most hotels have done quite well economically in almost every state, as seen in Figure 2. Additionally, it demonstrates that following COVID-19, visitors had the option to stay in a diverse range of hotels with different star ratings. The significance of India's hotel business to the country's economy and the revenue it generates is illustrated in Figure 2.

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12 Month Change	24 Month Change
Overall Average	64.8%	69.0%	71.5%	71.4%	68.8%	59.5%	59.5%	60.8%	59.2%	57.8%	58.4%	59.8%	63.3%	64.8%	65.7%	66.2%	66.7%	64.5%	49.9%	66.1%	32.5%	97.4%
Five-star Deluxe	65.0%	71.4%	73.8%	73.0%	71.7%	62.5%	61.6%	60.9%	59.8%	60.1%	59.9%	61.7%	64.3%	65.0%	65.5%	66.8%	66.5%	61.9%	49.1%	67.5%	37.5%	111.6%
Five-star	66.8%	71.1%	70.4%	70.2%	67.2%	58.5%	58.6%	61.9%	59.1%	55.4%	55.7%	57.2%	61.2%	64.1%	65.9%	65.8%	67.2%	62.5%	56.1%	67.1%	33.9%	106.5%
Four-star	66.7%	71.8%	72.7%	71.7%	68.9%	58.1%	60.3%	60.7%	60.0%	57.9%	59.1%	61.2%	64.2%	66.0%	66.9%	66.9%	66.8%	67.7%	62.7%	66.9%	26.9%	77.5%
Three-star	59.5%	56.7%	65.9%	68.9%	64.7%	56.2%	55.5%	58.5%	56.9%	56.8%	57.9%	59.8%	64.8%	65.2%	65.1%	67.3%	64.6%	64.7%	67.9%	65.9%	32.4%	84.1%
Two-star									64.8%	59.0%	61.0%	57.7%	60.4%	62.7%	59.1%	61.5%	60.4%	58.6%	64.5%	60.4%	25.7%	54.5%

FIGURE 18: KEY OPERATING STATISTICS BY HOTEL CLASSIFICATION - AVERAGE RATE (₹)

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12 Month Change	24 Month Change
Overall Average	3,560	4,299	5,444	7,071	7,389	7,722	6,489	6,513	6,932	5,779	5,671	5,532	5,527	5,671	5,748	6,808	6,104	4,636	4,951	6,869	38.7%	48.4%
Five-star Deluxe	4,886	5,906	7,148	9,178	11,200	11,096	9,277	9,350	9,189	8,982	8,727	8,815	8,881	10,099	10,260	10,660	10,679	8,293	8,914	12,929	45.5%	55.8%
Five-star	3,372	3,897	4,985	6,906	7,652	7,268	6,410	6,380	6,135	5,881	5,720	5,509	5,484	6,051	6,088	6,288	6,401	5,166	5,169	7,275	40.7%	40.8%
Four-star	2,580	3,088	3,847	5,111	5,722	5,740	4,638	4,905	4,905	4,691	4,474	4,361	4,424	4,505	4,635	4,713	4,827	3,694	4,037	5,481	35.8%	48.4%
Three-star	1,670	1,830	2,212	3,012	3,488	3,530	3,255	3,348	3,354	3,252	3,083	3,039	3,155	3,016	3,200	3,371	3,474	2,793	2,926	3,885	33.8%	43.7%
Two-star									1,714	1,849	2,063	2,063	2,122	2,049	2,245	2,524	2,589	2,080	2,358	3,042	31.1%	48.7%

FIGURE 19: KEY OPERATING STATISTICS BY HOTEL CLASSIFICATION - RevPAR (₹)

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12 Month Change	24 Month Change
Overall Average	2,313	2,966	3,882	5,049	5,496	4,988	3,861	3,947	3,575	3,343	3,276	3,310	3,499	3,677	3,791	4,800	4,032	1,987	2,471	4,540	83.8%	104.2%
Five-star Deluxe	3,046	4,003	5,290	7,138	8,030	6,933	5,715	5,694	5,491	5,298	5,231	5,438	5,715	6,560	6,825	7,125	7,193	2,645	4,377	8,729	99.3%	229.7%
Five-star	2,252	2,771	3,509	4,567	5,142	4,250	3,756	3,949	3,626	3,257	3,185	3,178	3,355	3,676	4,015	4,132	4,134	1,679	2,590	4,882	88.5%	190.7%
Four-star	1,772	2,217	2,757	3,665	3,942	3,362	2,767	2,977	2,942	2,718	2,643	2,649	2,840	2,975	3,099	3,151	3,223	1,393	2,127	3,647	72.4%	163.3%
Three-star	995	1,038	1,458	2,075	2,257	1,985	1,806	1,959	1,909	1,848	1,786	1,817	2,044	1,968	2,083	2,268	2,245	938	1,399	2,683	77.5%	164.7%
Two-star									1,110	1,091	1,258	1,190	1,281	1,285	1,327	1,553	1,563	803	1,049	1,868	78.0%	122.6%

FIGURE 20: KEY OPERATING STATISTICS BY HOTEL CLASSIFICATION - AVERAGE RATE (US\$)

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12 Month Change	24 Month Change
Overall Average	78	96	122	162	199	168	136	143	126	106	92	90	85	85	89	90	87	63	66	85	28.1%	35.1%
Five-star Deluxe	102	125	161	224	278	242	194	205	192	165	144	144	137	151	159	158	151	113	120	161	34.5%	41.9%
Five-star	73	87	112	149	190	158	134	140	128	108	94	91	84	90	94	93	92	71	69	91	30.5%	38.3%
Four-star	56	69	86	117	142	125	97	108	102	86	74	71	68	67	72	70	68	50	54	68	25.9%	35.1%
Three-star	36	41	50	69	87	77	68	73	70	60	51	50	49	45	50	50	49	37	39	48	23.4%	30.9%
Two-star									36	34	34	34	33	31	35	38	37	28	32	38	21.6%	36.4%
Exchange Rate	46.0	44.9	44.5	43.6	40.2	45.9	47.7	45.6	48.0	54.5	60.7	61.2	65.0	67.1	64.5	67.2	70.5	73.2	74.5	80.6		

FIGURE 21: KEY OPERATING STATISTICS BY HOTEL CLASSIFICATION - RevPAR (US\$)

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23	12 Month Change	24 Month Change
Overall Average	50	66	87	116	137	100	81	87	75	61	54	54	54	55	59	68	57	32	33	56	69.1%	108.9%
Five-star Deluxe	66	89	119	164	200	151	120	125	114	99	87	89	88	98	106	106	101	36	59	109	84.5%	200.2%
Five-star	49	62	79	105	128	93	79	87	76	60	53	52	52	58	62	61	61	23	35	87	74.8%	164.8%
Four-star	39	49	63	84	98	73	59	65	61	50	43	44	44	44	48	47	46	19	29	46	59.8%	129.8%
Three-star	22	23	33	48	56	43	38	43	40	34	29	30	31	29	32	34	32	13	20	31	57.5%	141.1%
Two-star								23	20	21	19	20	19	21	21	23	22	11	14	23	62.5%	111.8%
Exchange Rate	46.0	44.9	44.5	43.6	40.2	45.9	47.7	45.6	48.0	54.5	60.7	61.2	65.0	67.1	64.5	67.2	70.5	73.2	74.5	80.6		

Both established international chains and up-and-coming local businesses in India's hospitality industry provide guests with a taste of the country's rich cultural heritage. With the establishment of India as a destination for luxury hospitality by leading hotel chains such as the Taj Group, Oberoi Hotels, and ITC Hotels, a high standard has been set for the quality of service and the level of satisfaction experienced by customers. Also, multinational hotel chains like Accor, Marriott, and Hyatt have set up shop in India, bringing with them cutting-edge service standards and healthy competition, all of which have contributed to the expansion of the industry. Indian hospitality has risen to prominence thanks to a mix of local innovation and international cooperation, but the industry is facing the usual problems encountered by fast-growing industries, such as unpredictable demand, a lack of available workers, and the difficulty of establishing uniformly high standards across geographically dispersed areas.

Modern hotels in India are becoming more than just places to sleep; they're becoming destinations, providing visitors with a variety of services such as wellness programs, event venues, and cultural immersion opportunities. With this new responsibility comes the need to do more than bring in customers; it's also about keeping them as loyal customers because that's the only way to guarantee the kind of exceptional service they're looking for an unforgettable experience. Hotel employees' happiness and contentment are directly correlated to the quality of service guests receive since guests form their impressions of the establishment based on their contact with them regularly. This realization has emerged with the industry's

fast growth. Considering the industry's focus on providing services, the health and happiness of employees have become a crucial component in determining the quality of service and what drives consumer satisfaction.

Employee Well-Being and Service Quality in the Hotel Sector

Everyone is paying more attention to the health and happiness of their employees these days, but it's particularly important in the hospitality industry, where the impression guests leave is based on the personnel they interact with. Employees' psychological, emotional, and physiological health significantly influences the Caliber of guest interactions in the hospitality sector, where they serve as the principal point of contact. In the hospitality industry, employee happiness is crucial for more than just themselves; it affects productivity, client happiness, and the bottom line. Worker engagement, service quality, and loyalty are all positively correlated with employees' perceptions of their worth, support, and fulfillment in the workplace, according to research. Negative guest interactions, high turnover, poor performance on the job, and absenteeism are all symptoms of an unhealthy workforce, which in turn lowers service quality and tarnishes the company's image.

Mental, emotional, and physical health are all parts of what it means to be a well-rounded employee in the hospitality sector. Worker motivation, output, and service quality are all impacted by factors like job happiness, work-life balance, chances for professional and personal

development, and physical health. (Sandilyan & Abhilash, Wellness Tourism: Reviving Healthy Food and Lifestyle, 2023) Ensuring employee well-being presents distinct challenges in India's hospitality sector, which is notorious for its heavy workloads, unpredictable hours, and high expectations. Working long hours with heavy workloads and the expectation that customers will always be satisfied can put a lot of stress and even burnout on hotel employees. Another issue that hotels often face is high staff turnover. This can lead to problems with continuity, higher recruitment costs, and less consistent service. (Pavitra & Sandilyan, 2019)

Significance of the Study

This study has special relevance to the Indian travel sector, wherein the demand for top-notch service is on the rise because it highlights the importance of satisfaction with work in improving service quality. The hospitality sector in India is highly competitive, so hotels are recognising that the quality of their guest service is key to standing out. Modern tourism relies heavily on guest evaluations, internet ratings, and recommendations from friends and family, all entire which are impacted by hotels' performance. Investments in the health and happiness of hotel staff have a multiplicative effect on the bottom line: higher quality service, more satisfied guests, and more positive reviews. This study intends to investigate the relationship between the health and happiness of hotel employees in India and the quality of service they provide to customers by looking at the effects of wellness programs on staff morale, customer happiness, and service quality. Hoteliers, staff, and customers can all stand to gain from wellness programs, according to this study that looks at the correlation between happy workers and better service. Employee wellness is being acknowledged as more than just an HR concern; it is being positioned as an organizational objective that impacts financial performance, customer loyalty, and brand reputation, according to this study. The outcome of this research will help employees to prioritize their well-being and also encourage the employers to adopt various strategies and methods to ensure that their employee's well-being is taken good care of.

Objectives of the Study

The primary objective of this research is to analyze the relationship between employee well-being and service quality within the Indian hotel sector. The specific aims of the study include:

- To identify key factors that influence employee well-being in the hotel industry, with a focus on psychological, emotional, and physical dimensions.
- To examine the impact of well-being initiatives, such as wellness programs, flexible scheduling, and career development, on employee job satisfaction and performance.

- To assess the correlation between employee well-being and service quality.
- To explore the challenges and barriers that Indian hotels face in implementing well-being programs and maintaining consistent service quality.

By delving into these goals, the study hopes to offer practical insights that can guide wellness programs in the hotel sector, which will help establishments improve the quality of their services and make their customers happier.

Methodology

The methodology adopted for this study is a qualitative approach. An extensive literature review of relevant studies was conducted that documented various challenges and impacts of various efforts on the well-being of employees in the hospitality sector. Also, the researchers examined the various measures of employee well-being that were being practiced by leading hotel chains of the country, and such was found to be limited only to a few properties. General feedback was obtained from employees in different hotels to understand if their organization worked to promote the well-being of its employees.

The findings of such work were analyzed to gather common findings, and inputs were recorded that contributed to the thoughts of this work. (John & Cheryl, 2017) The review is carried out by a thorough examination of studies and their outcomes on crucial elements of well-being like work conditions, welfare practices, well-being initiatives, counselling facilities, employee grievance redressal, service quality, and impact of well-being on the same, and more. The common findings are considered, and the discussions are lined with the findings to come up with logical suggestions and recommendations.

Limitations of the Study

This study fills a need in our understanding of the connection between happy hotel workers and satisfied customers in India, but it does have some serious limitations. Because of potential substantial regional or type-specific differences in employee viewpoints and experiences, the study's sample size is one factor that might limit the results' applicability. Since service quality standards and programs to improve employees' health can vary greatly between high-end and discount hotels, as well as between cities and rural areas, the study's setting could potentially affect the findings.

There may be limitations to the amount and type of data collected and analyzed because of the study's time and financial constraints. Also, the study period might not be long enough to completely capture the effect of seasonality on staff workload and happiness. Regardless of these caveats, the study's results suggest that hospitality workers' health and happiness are crucial, and they set the stage for more studies in this area.

Literature Review

(Wong & Ko, 2009) and (Hofmann & Stokburger-Sauer, 2017) elaborated on their studies that work-life balance and job satisfaction are two major concerns for any hotel employee who looks for the same before joining any organization. In their empirical study, they have also included that it dominates employees' emotional labour while working in any hotel organization. Their second study on "emotional labour's impact on their work-life balance" also confirmed (Lee & Madera, 2019) that "Stress and burnout are the most examined mediators of emotional labour and subsequent outcomes, such as commitment, turnover intentions, and well-being." Previous research also confirms that most of the guests desire friendly conversation and prompt services during their stay and expect non-negotiable conversations with the staff. Therefore, a positive approach and positive conversations with the guests always lead to the success of the individual organization (Deery & Jago, 2015). Researchers have confirmed that "positive employee-customer interaction is very crucial in achieving success for hotel managers in the long run (Du, Fan, & Feng, Multiple emotional contagions in service encounters, 2011)." Compared to the past 10 years, hotel workers at present are more concerned about their work-life balance while working with any organization which plays a major outcome in delivering personalized guest services (Du, Fan, & Feng, Multiple emotional contagions in service encounters, 2011). At present, no employee would like to work in an organization where employee work-life balance is compromised. Therefore, even before joining and during work, hotel employees completely rely upon the HR policies that "How do HRM and responsible leadership contribute to millennial employee well-being (He, Morrison, & Zhang, 2019) (Han, Bonn, & Cho, 2016)?"

Employee Wellbeing

High stress levels, job and life conflicts, worker burnout, and significant turnover rates make human resource management a nightmare in the hospitality business. The hospitality industry is well-known for its service orientation and its heavy reliance on human labour. Evaluating one's life and work experiences leads to job satisfaction, which is positively correlated with organizational loyalty, task performance, and worker happiness, and negatively correlated with depression and intention to leave. A few of the respectable hotel chains have made employee wellness and satisfaction a critical component of their HR strategy (Chen & Wu, 2017). Most of the hotel employees face challenges after working long duty hours; they must work overtime without any further remuneration, which many times causes labour unrest and dissatisfaction at the workplace due to a lack of support from the management and human resource team. This service industry, which is mostly a labor-intensive industry, requires more attention from their employees. The importance of a healthy work environment for hospitality workers has come into sharp focus in recent years, particularly in high-demand settings like hotels in

India. A healthy work environment and peak performance from employees are the result of a holistic view of well-being that considers employees' mental, emotional, and physical health. Employee engagement, job satisfaction, and output are all positively correlated with employee wellness, according to research (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010) (Karatepe & Uludag, Role Stress, Burnout, and Their Effects on Frontline Hotel Employees' Job Performance, 2008). The health and happiness of hotel workers are very important because they affect the relationships that staff have with customers, which in turn affects the level of service that customers receive and how satisfied they are with their stay (Karatepe & Demir, Linking Core Self-Evaluations and Work Engagement to Work-Family Facilitation: A Study in the Hotel Industry, 2014). According to scholars, the hotel industry is known for its stressful and unpredictable work hours, organizational management structures, and heavy customer interaction. These factors can cause fatigue, high turnover rates, and poor performance. To combat this, it is suggested that the industry should prioritize employee wellbeing initiatives (Chen & Kao, 2012). Physical well-being is crucial, as hotel staff are often required to engage in physically demanding tasks, which, without proper health and wellness programs, can lead to fatigue and physical strain, reducing their capacity to deliver high-quality service (Chiang & Chang, 2012).

Workplace stress, job instability, and heavy workloads are commonplace in the hospitality industry, making mental health a more critical concern. Stress management programs, professional counseling, and supportive supervision are all examples of psychological well-being initiatives that can help employees better handle the pressures they face on the job. (Ahmad & Scott, 2015).

Employees' capacity to provide consistent, empathic service can be compromised by emotional exhaustion caused by continuous contact with customers, making emotional wellness essential in customer-facing occupations. By improving their mental agility, resilience, and social skills, employees of companies that prioritize emotional wellness are better able to deal with difficult customer interactions, improving the quality-of-service customers receive (Karatepe & Olugbade, The Effects of Job and Personal Resources on Hotel Employees' Work Engagement, 2009). According to several studies, job satisfaction acts as a go-between for employee well-being and service quality; this is because satisfied workers are more invested in their work and provide better results for customers (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) (Jha & Singh, 2016). According to some studies, job satisfaction acts as a go-between for employee well-being and service quality; this is because satisfied workers are more invested in their work and provide better results for customers (Spector, 1997). There is a strong correlation between employee well-being and service delivery, and this correlation is further strengthened by leadership practices that prioritize compassion, empowerment, and transparency (Karatepe, High-Performance Work Practices and Hotel Employee

Performance: The Mediation of Work Engagement, 2013). The importance of employee welfare in maintaining high service standards in the face of intense competition is magnified in India, where labor-intensive service industries, such as hotels, constitute a significant portion of the economy. Research conducted by academics in India suggests that cultural elements, like a preference for collectivism and a reverence for established hierarchies, influence how employees perceive and embrace wellness programs (Gupta & Sharma, 2018) (Kumar & Mathur, 2020). Employees in India's hospitality industry often have trouble juggling their personal and professional lives because of the long hours they put in at work, according to the literature (Jain & Nair, 2017).

Hotels that offer more leeway in scheduling, generous vacation policies, and positive work environments tend to have more loyal staff and consistently deliver better service (Davidson & Wang, 2011) (Gupta N. , 2019). Training and development programs that teach workers to cope with stress, prioritize their work, and complete their duties more effectively are increasingly important, according to research. This benefits both the workers' health and the quality of service they provide (Lee & Way, 2010) (Basu, Chauhan, & Patra, 2022). Workers who have a strong sense of belonging at work are more inclined to go above and beyond the call of duty to ensure that customers have a positive experience. This is just one example of how employee happiness affects organizational citizenship behaviors (Organ, 1988) (Guchait, Paşamehmetoğlu, & Dawson, 2016).

Despite management's and employees' best efforts to cut costs, there is evidence that wellness programs have a positive impact on customer satisfaction and service quality, making them difficult to implement in India (Pati & Kumar, 2010) (Kumar & Kaur, 2019). Mental health days and professional counseling are two examples of the psychological support systems that some Indian hotels have begun to offer their employees in response to the growing public awareness of the importance of mental health in the workplace (Sharma, Singh, & Verma, 2021). Another finding from the research is that employees are more motivated to do their best work when their organization prioritizes creating a welcoming work environment where they can relax and enjoy coming to work (Saks, 2006). Consequently, it would be to the advantage of the Indian hospitality industry to take a more comprehensive approach to employee wellness by instituting programs for physical health, mental health, emotional resilience, work-life balance, and CPD.

Hoteliers can gain a long-term competitive edge with this strategy, which improves morale and fortifies the service delivery framework (Jain D. , 2020) (Luthans & Youssef, 2004). A hotel's reputation and repeat business are both enhanced when its employees are healthy and happy, which in turn increases the likelihood that guests will go out of their way to accommodate them (Schaufeli & Bakker, 2004) (Tung & Yeh, 2013).

Results and Discussion

The Key factors of well-being as could be found from studies in reference to the Hospitality industry in India were Work-Life balance, Job Security & Stability, Fair Wages & benefits, Work conditions and culture, Training & Development, incentives, rewards and recognition, stress management & health support, employee involvement and freedom, leadership & management, Job satisfaction, employee engagement and lastly health and wellness programs. Well-being initiatives, wellness programs, flexible work timings, and career development programs had a positive impact on employee performance as well as service quality, which shows that there is a strong positive correlation between well-being and service quality. (Sandilyan & Abhilash, Wellness Tourism: Reviving Healthy Food and Lifestyle, 2023).

However, as most of the hotel industry did not adhere to any structured guidelines of employment except the chain hotels, which had some good human resource practices, the biggest challenge was to make the employers understand the fact that they were actually exploiting employees in the name of profit. (Dey, Sandilyan, & Mukherjee, 2012) The larger hotels also needed to understand that sharing the profits with employees and giving them due work-life balance and facilities only ensured that their attrition rates would be lower, and employees would happily perform better services, which in turn would bring in more customer loyalty and increased profits. Likewise, this idea of care for employees needed to be taken up as an example by some. This drive needed to be enforced by the government and adopted by all smaller stakeholders of the industry. (Biswakarma, Sandilyan, & Mukherjee, 2015)

Some hotel chains have come up with initiatives to promote better work-life balance and well-being among their employees. Some of the top initiatives include Hilton – “Thrive@Hilton” Program, designed to support the well-being of its team members, offering resources that focus on physical, mental, financial, and career wellness. Accor – “Wellness at Work” focuses on creating a healthy work environment by providing its employees with resources to support their physical, mental, and social well-being.

Four Seasons Hotels and Resorts – “Employee Wellness Programs” - For providing its employees with a variety of wellness initiatives that focus on creating a balanced, healthy lifestyle. Marriott International – “TakeCare” Program focuses on the well-being of both its associates and their families, offering support in physical, emotional, financial, and career development areas. The Ritz-Carlton – “The Ritz-Carlton Leadership Center Wellbeing Program” - aims to enhance the overall health and happiness of employees by focusing on leadership, team development, and individual well-being. Hyatt Hotels – “Hyatt Thrive” - aims to foster the well-being of both guests and employees, promoting a holistic approach to health across multiple dimensions. InterContinental Hotels Group (IHG) – “IHG Wellbeing Program” - IHG focuses on the overall well-being of its employees through

an inclusive program that combines physical and mental health initiatives with career development opportunities. Wyndham Hotels & Resorts – “Wyndham Green” - Wyndham’s “Green” initiative is centered on employee health and environmental sustainability. The company promotes a healthier lifestyle by encouraging eco-friendly practices both in and outside of the workplace.

Conclusion

The hospitality industry highlights several key factors that contribute to employee well-being, including work-life balance, job security, fair wages and benefits, work conditions and culture, training and development, incentives, and recognition. Furthermore, stress management and health support, employee involvement, and effective leadership play significant roles in enhancing overall job satisfaction and employee engagement. Implementing well-being initiatives, wellness programs, flexible work timings, and career development opportunities have been shown to positively impact both employee performance and service quality, suggesting a strong correlation between employee well-being and improved customer service.

However, a major challenge remains in addressing the lack of structured human resource practices across many hotels, particularly outside the large hotel chains. Though there is encouraging progress by the number of well-being initiatives that have been floated by various hotels, it remains to be seen how effectively these are implemented by the hotels as many of the hotels are only managed by large brands and are owned by individuals who are least concerned about the well-being of their employees and are focused only on maximum profits and minimal costs.

Implications and Recommendations

It is evident that employee well-being has a crucial role in the sustainability of the business, and both employees and employers need to take due consideration of the same in their strategic planning. Employers must recognize that fair compensation, work-life balance, and attention to employee welfare can reduce attrition rates, enhance service delivery, and ultimately lead to increased customer loyalty and profitability. Employees also need to give priority to their health and well-being and speak up to the employers if the work affects the same. This approach needs to be embraced by all stakeholders, supported by government policies, and adopted more widely across the hospitality industry to create a sustainable and thriving work environment for employees. (Sandilyan & Sutheeshana, 2015)

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