

# A Study on the Role of Executive Housekeeper in a Hotel and Scientific Management

**Darshana Gangurde and Mr. Parth Mahadik**

Anjuman-I-Islam's College of Hotel & Tourism Management Studies & Research, Mumbai

**Abstract:** *The Executive Housekeeper, also known as a Director of Housekeeping, is a critical and multifaceted role within the hospitality and accommodation industry. The position involves managing and directing all housekeeping operations, coordinating and supervising housekeeping staff, setting and maintaining standards, financial management, hands-on housekeeping duties, human resource management, guest satisfaction, inventory management, reporting and documentation, Executive housekeepers direct and controlling housekeeping operations and staff of the housekeeping department. An executive housekeeper co-ordinates between housekeeping crews to inspect assigned areas to ensure standards are met. An executive housekeeper manages many priorities and demands and is able to solve problems, support staff, as well as perform the duties of a housekeeper when required. Professional housekeeping, which combines both art and science, has its roots in the early twentieth century. At that time, the executive housekeeper and other housekeeping supervisory personnel were not only acquiring the necessary skills to perform cleaning tasks but also learning how to plan, organize, staff, direct, and control housekeeping operations. They were also mastering the art of inspiring others to work with a high degree of quality, concern for the environment, and commitment to efficiency and cost control. To understand how the art and science of professional housekeeping have evolved over time, we will delve into its origins.*

**Keywords:** Executive Housekeeper, Director of Housekeeping, Housekeeping Department, Scientific Management, Efficiency.

## I. INTRODUCTION

The Executive Housekeeper is responsible for maintaining the cleanliness and order of a property. They oversee all housekeeping operations and lead a team of dedicated staff who ensure that every part of the facility is spotless. Their role is crucial in hotels, resorts, and cruise ships, where they have a significant impact on the overall operation.

The role of the Executive Housekeeper is a complex web of responsibilities that not only ensures a spotless, well-organized hotel but also contributes to its overall success. They are the masterminds behind the cleanliness standards, devising precise operating procedures that guarantee an exceptional guest experience. From the immaculate bed linens to the shining bathroom fixtures, every detail is meticulously checked to flawlessness.

While a commitment to cleanliness and order is fundamental, the role extends well beyond that. Financial acumen is a key facet of their responsibilities. They must craft, adhere to, and optimally manage budgets, ensuring that the housekeeping department operates efficiently while staying cost-effective. Wise decisions regarding supplies, equipment, and staffing are integral to their financial stewardship.

An exceptional Executive Housekeeper is characterized by their willingness to work alongside the housekeeping team and participate in their duties. This hands-on approach not only demonstrates their commitment but also helps them maintain a deep understanding of their department's intricacies. Human resource management skills are also critical, involving the recruitment, training, scheduling, and performance evaluation of the housekeeping team. A cohesive and efficient team is paramount to achieving and maintaining high standards. The satisfaction of guests is the ultimate measure of their success. The Executive Housekeeper's goal is to create an inviting atmosphere that is both clean and comfortable, earning them the satisfaction of each guest as evidence of their dedication. The Executive Housekeeper's toolkit is equipped with inventory management, reporting, and communication skills. By ensuring the efficient management of supplies, maintaining accurate records, and facilitating seamless communication, they keep the housekeeping department running smoothly. Moreover, the Executive Housekeeper is a problem-solving expert. They

have the ability to identify and resolve issues that may compromise the establishment's reputation for pristine cleanliness and guest satisfaction.

### **1.1 Objective:**

To Explore the Role of an Executive Housekeeper in a hotel and understand the importance of Scientific Management while performing the duties of an Executive Housekeeper

## **II. RESEARCH METHODOLOGY**

This research paper is based on secondary data. The data is collected from research journals, magazines & internet websites

## **III. LITERATURE REVIEW**

As per the report published on the website of **University of Uttarakhand**, the success or failure of an organization in the hotel industry depends heavily on the satisfaction level of its employees. To avoid the costly process of constant recruitment and hiring, it is crucial to understand the various motivations that lead individuals to choose a career in housekeeping. Several studies have explored the various factors that influence employee motivation in the housekeeping department of the hotel industry. Lindner (1998) found that good working conditions, recognition, promotional opportunities, and positive relationships between senior staff and operational staff all contribute to employee motivation in this field. Nelson (1996) indicates that organizational management's recognition and recompense for good work serve as motivations that strengthen employees' bonding with the organization. Olcer (2005) asserts that employee satisfaction, job security, positive relationships with supervisors, rewards for good work, and a cooperative work environment increase motivation to work for a long time in the organization. Orucu and Senekal (2005) examine the relationship between motivations and family relations, as well as job commitment in their study. Wong and Pang (2003) found that training programs and motivation from top management are the most effective means of boosting employee motivation in the service sector, particularly in the hotel industry. Similarly, Aksu (2005) discovered that motivation is the most critical factor in increasing employee satisfaction and motivating them to stay with the organization. In their study, Das and Baruah (2013) discovered that rewards for good work are the most effective means of motivating employees, and they also find that the use of reasonable and flexible work shifts is another effective tool for motivation with the help of motivation.

(Hancer, 2008) Mentioned in the article that the Executive Housekeeper is not just an employee of the hotel but are administrator who provides quality service and always tries to deliver better service.

Fayol's counterpart in the management of work was Frederick W. Taylor (1856–1915), who is known as the father of scientific management. Taylor was a dedicated individual who was committed to applying the scientific method to the work setting. In 1912, Taylor defined scientific management as not being just an efficiency device or any kind of device for securing efficiency. It is not a new system for calculating costs, nor is it a new method of paying employees or a piecework system, a bonus system, or a method of monitoring workers through time studies or motion studies.

The conditions and experiences of hotel housekeepers are influenced by various factors, including individual characteristics (such as education level, ethnicity, and immigrant status), work-life balance (e.g. flexible scheduling, work interfering with families), work relations (e.g. relationships with coworkers, management, and guests), extrinsic rewards (e.g. pay, benefits, professional growth), and intrinsic rewards (e.g. task variety and significance). We will now explore these and other relevant themes that have emerged from research."

The research focused on executive housekeepers in a hotel setting and utilized a self-administered questionnaire comprising both choice and open-ended questions to gather the opinions of executive housekeepers regarding the quality of service delivered by the housekeeping department. The findings revealed that the executive housekeepers believed the department members provided a high level of service, but there was room for improvement. Additionally, the housekeepers believed they delivered high quality service and performed better in this regard compared to other hotel departments. The study also included executive housekeeper comments on the administration of the housekeeping department.

Hotel housekeeping faces a range of challenges, trends, and best practices, including eco-friendly practices, outsourcing, IT savvy housekeeping, training, employee retention, payroll performance, and ergonomic techniques. By implementing these trends in a structured manner, hotels can unlock growth opportunities and achieve long-term profitability. With the rise of technology and modernization, the face of housekeeping has transformed to keep pace with the latest trends in the hotel industry. This paper reviews both academic and popular trends in hotel housekeeping. Going forward, there is a new urgency to develop domain-specific trends that can bring manifold benefits to the hotel industry.

While the psychological contract has received significant attention, there has been limited examination of how it operates across a career, particularly in low-paid, labour-intensive industries. This paper delves into the nexus of psychological contract theory, emotional labor, gender, race, and ethnicity in the context of hotel housekeeping. Using the career history of an Executive Housekeeper who has worked at one hotel for 35 years, the study uncovers her considerable investment in fostering a sense of community among her staff, which has contributed significantly to her own positive psychological contract over the course of her career. Several context-specific events have influenced her psychological contract, including labor market trends, the development of a workplace culture shaped by Samoan culture, and the concept of family.

The paper focuses on the Housekeeping management in 5-star hotels. The Housekeeping department is crucial in achieving customer satisfaction, as it is responsible for maintaining cleanliness, which is a vital criterion for customer satisfaction and leads to a loyal customer base. To gain insights from the department's employees, a field research consisting of 19 questions was conducted on 110 employees. The results of the research helped in identifying operational problems within the department and provided fundamental suggestions for improving the management of Housekeeping.

The hospitality industry is experiencing growing demands from guests and to meet these demands, the industry must constantly provide exceptional services. The guestroom plays a significant role in creating the overall impression of the hotel, and crisp and clean linen adds to the aesthetic upkeep of the room. Linen is a significant expense for the housekeeping department and one of its responsibilities is to provide linen to guestrooms, restaurants, and other F&B outlets, health clubs, and beauty parlors. Linen in hotels is classified into three categories: bed linen, bath linen, and food and beverage service linen. Additionally, the housekeeping department is responsible for purchasing, maintaining, and controlling different types of linen and uniforms, which can be a significant investment under the housekeeping budget. The primary responsibility of the housekeeper is to manage inventory to ensure a timely and proper flow of linen to guest rooms.

### **Role of Executive Housekeeper:**

Executive housekeepers are not only skilled cleaners but can create and manage organization systems and assist with entertaining in a discreet and polished way. Finances relating to the household are also often handled by the executive housekeeper along with stocking the pantries, managing inventory, and overseeing vendors and contractors who visit the home.

**Management and Supervision:** The Executive Housekeeper is accountable for managing and supervising all housekeeping activities within a property or organization. This encompasses overseeing a team of housekeeping staff, ensuring they perform their tasks proficiently, and effectively communicating and coordinating with housekeeping crews to maintain high standards of cleanliness and sanitation in designated areas.

**Setting and Maintaining Standards:** One of the primary responsibilities of this position is to create and implement effective operating procedures and standards for the housekeeping department. This includes developing guidelines and protocols for cleaning, maintenance, and organization that guarantee optimal cleanliness and customer satisfaction.

**Financial Management:** The Executive Housekeeper has a significant impact on financial management and is responsible for creating and sticking to a budget for the housekeeping department. This includes overseeing expenses, purchasing supplies and equipment, and managing staffing costs. They must make prudent decisions to ensure cost-effectiveness.

**Hands-On Housekeeping Duties:** The Executive Housekeeper, in addition to managing the housekeeping department, should be both willing and capable of carrying out housekeeping tasks when necessary. This approach, which involves getting hands-on, sets an example for the team and guarantees that standards are met.

**Human Resource Management:** The Executive Housekeeper, as a leader, requires exceptional human resource management skills. This includes Recruiting and selecting qualified housekeeping staff during the hiring process. Providing comprehensive training programs to ensure that staff understand and can execute housekeeping procedures and standards. Efficiently managing staff schedules to ensure adequate coverage, especially during peak occupancy periods. Regularly evaluating the performance of the housekeeping team and providing feedback for improvement.

**Guest Satisfaction:** Providing top-notch guest satisfaction is of utmost importance. The Executive Housekeeper is instrumental in establishing a clean, comfortable, and inviting ambiance for guests.

**Inventory Management:** Ensuring the proper management and control of housekeeping supplies and inventory to minimize waste and maintain adequate resources.

**Reporting and Documentation:** Maintaining precise records and reports that concern housekeeping activities, expenditures, and performance is crucial for efficient management and decision-making.

**Communication Skills:** Clear communication is crucial for successful collaboration with other departments, resolving guest grievances, and maintaining a seamless information flow within the housekeeping team.

**Problem Solving:** The Executive Housekeeper should be adept at identifying and resolving issues related to cleanliness, maintenance, or staff performance.

#### IV. CONCLUSION

The role of an Executive Housekeeper, also known as a Director of Housekeeping, is a position that requires a diverse skill set, encompassing leadership, organization, financial management, and a strong commitment to maintaining high standards of cleanliness and guest satisfaction within the hospitality industry. This multifaceted role is essential for ensuring a positive guest experience and the smooth operation of hospitality establishments. Their exceptional leadership, management, and organizational skills are essential in maintaining high cleanliness standards and providing a positive guest experience. The Executive Housekeeper is truly an indispensable asset to any hospitality establishment.

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