ISSN: 1997-163X

World Research Organization

Egyptian Journal of Tourism and Hospitality

The Development of Night Manager Skills In The Kingdom Of Saudi Arabia Hotels (As applied to Three and Two Class Hotels in Riyadh City)

Wael Mahmoud Aziz

Associate Professor, Department of Tourism and Hotels Administration,College of Tourism and Archaeology , King Saud University

Abstract:

This research focuses on developing the performance of the night managers in second and third class hotels in the city of Riyadh, Saudi Arabia through their dealing with inside and outside hotel guests in the night-shift in addition to dealing with staff in various departments. The hotel industry refers to the phenomenon as a general weakness in the skills they have and is therefore reflected in the quality of services provided to guests with regard to late check-in to the hotel or when rooming with exercise of the various aspects of activities in various departments of the hotel until their departure. The problems that appear during this require analyzing the weaknesses and ways to remedy them through intensive courses on management skills and up-to date hospitality training.

Key words: Development, Night Manager, Skills, Hotels.

Citation: Aziz W. M. , (2010) **The Development of Night Manager Skills In The Kingdom Of Saudi Arabia Hotels (As applied to Three and Two Class Hotels in Riyadh City)**,16- 2 (8)148 - 156 .

ISSN: 1997-163X

Egyptian Journal of
Tourism and Hospitality

Introduction:

Tourism is playing a pivotal role in the development of the national economy (David 2002, Dennyes2002,Gary 2008 and John 2007)posed by the added value that leads to real growth of income for Saudi Arabia , Through giving a strong impetus to the various productive sectors based on the service. According to the latest official statistics issued in 2010 of the Saudi Commission for Tourism and Antiquities ,the number of incoming flights to the Kingdom of Saudi Arabia (14.7) million tourist trips - having 28 million nights of which 42%, especially religious purposes and 25% private business purposes and 19%, especially visits to family and friends and 14%, especially juvenile holidays.

This has been limited to 21 thousand establishments, considered the most important tourist hotels. The total number of hotels in Saudi Arabia amounts to 1063, distributed amongst thirteen regions of the Kingdom .The total number of rooms is102,319 and the total number of employees is 40,824 . Despite the ever increasing numbers of tourist arrivals and hotel rooms built and under construction, is offset on the other side by fluctuation in high quality hotel services provided in second and third class hotels, especially in the city of Riyadh (24 hotels) as a result of poor job performance of personnel which led management to search for causes and try find a vision for updating performance which will reflect positively on employees as well as tourism income in general.

Research Problem

The problem of the research stands for the weakness of skills of the Night Manager which negatively affects the performance of the hotel staff in their work at the night shift and the weakness of the service provided to hotel guests which reflects on the expected revenue.

Research Objectives:

The aims of this research are evaluating the performance of the Night managers in the second and third class hotels in Riyadh, Saudi Arabia and analyzing their

ISSN: 1997-163X

World Research Organization

Egyptian Journal of
Tourism and Hospitality

weaknesses in order to be developed to serve the operational process in the night shift to attract the largest possible number of guests.

Materials and Methodology :

1- A field study depends on interviewing hotel night managers as well as visits to two and three class hotels in Riyadh city. A specially designed night manager questionnaire had been distributed the last six months of 2010 to get information . The population of the study consisted of 24 night managers representing all two and three class hotels in Riyadh.

2- Desk sources on references , periodicals, reports and published researches.

Results and Discussion :

Analysis of the feed back from the questionnaire indicates the following data:

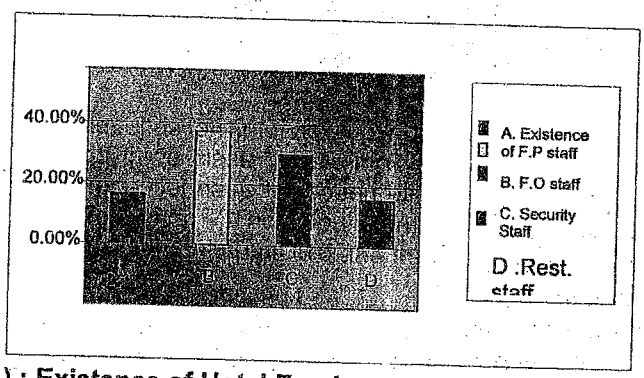

Fig. (1) : Existence of Hotel Employees at Work on Time

The results in fig. (1) show that 16.5% of food production staff are in the kitchen and each one stands by his own station, specially the baker and the cold cooks. While 37.5% of front office staff attend to their work, specially receptionists and cashiers and a few number of bell attendants and telephone operators. A ratio of 30% could be seen concerning security officers and 16% of restaurants employees were noticed rarely performing their tasks.

ISSN: 1997-163X

Egyptian Journal of
Tourism and Hospitality

Analyzing the data, it was noticed that the rest of the food production staff, like hot cooks and pastry cooks do not start their work on time and that could be due to the rare orders during the night quiet hours.
Concerning the front office ,the telephone operators do not start their work in time and that of course is a challenging point that faces a hotel night shift because of losing expected revenue concerning outgoing international calls(Ahmed 2002 and Clayton 2011). Also, It noticed that shortage of internal security staff attending on time especially in the front of the hotel which gives bad image and a chance to unwelcomed strangers to loiter in the vicinity of hotel , harassing and scaring hotel guests (John Miller, James and Klefio1999)
As for restaurants employees ,they do not report to their work on time, which results in losing potential revenue to the hospitality industry in case of sudden arrival of outside guests. (jack 2009)

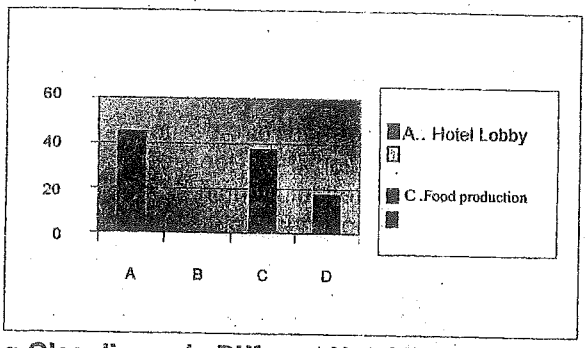

Fig. (2) Checking Cleanliness in Different Hotel Departments

The results in fig. (2) indicate that 45% of hotel lobbies and administration offices had daily cleaning of surfaces and floors which means this the house keeping department is paying good attention to such areas , while the cleanliness in the back area outside of the hotel needs more attention . A ratio of 37.5% of cleaning is performed in food production areas and that is done with hot water . Finally, 17.5% of cleaning is performed in the steward department for both the area of dishwasher and the area of manual cleaning.

Analyzing the data we noticed that the food production and steward areas should have more attention in cleaning(karla and Gertrude 1996) through a good supervision by the night shift supervisors (Robert and Judy2009)as these night hours are considered the best hours of cleaning for lack of guest orders

ISSN: 1997-1632

Egyptian Journal of
Tourism and Hospitality

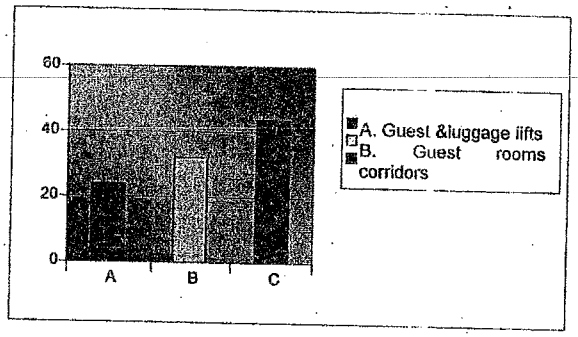

Fig. (3) Spot Checking Housekeeping Night Tasks

The results in fig. (3) show that 24% of l guests elevators as well as luggage lifts were regularly checked by the night manager cleanliness . While 32% of hotel guest rooms corridors were checked for terms of cleanliness of floors ; walls and ceilings. Ratio of 44% stands for spot checking guest rooms concerning bedrooms and the bath rooms and the count of these rooms rang from 3 to 5 rooms.

We notice that the luggage lifts need more attention from housekeeper and that is a major role for the night shift manager who must monitor and spot checking these lifts as well as guest lifts each two hours for cleanliness and reporting any suspected items.

Guest rooms also should be gievn more attention from housekeepers specially check- out rooms because of sudden guest arrivals .

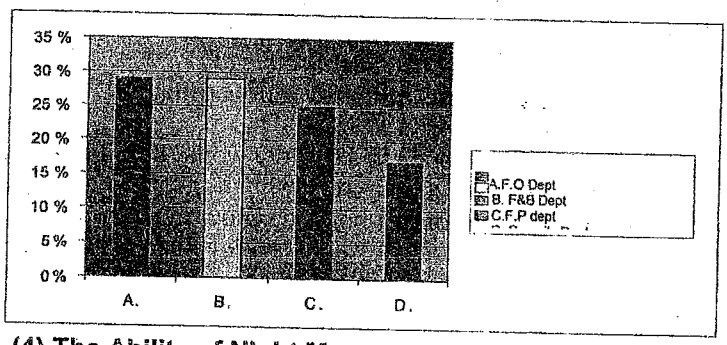

Fig. : (4) The Ability of Night Managers to Solve Problems

ISSN: 1997-163X

Egyptian Journal of
Tourism and Hospitality

The results in fig. (4) show that 29% of night managers can solve front office problems concerning reception and information activities , while 29% of sample can solve food and beverage problems concerning restaurants . A ratio of 25% of the sample can solve food production problems . Concerning internal security problems, only 17% of the problems can be solved.

Data analysis shows poor performance of night managers in solving problems concerning most hotel departments (David 2008 and Francis 2004)and that is because they had not been given on- job training for the post of manger before being appointed.

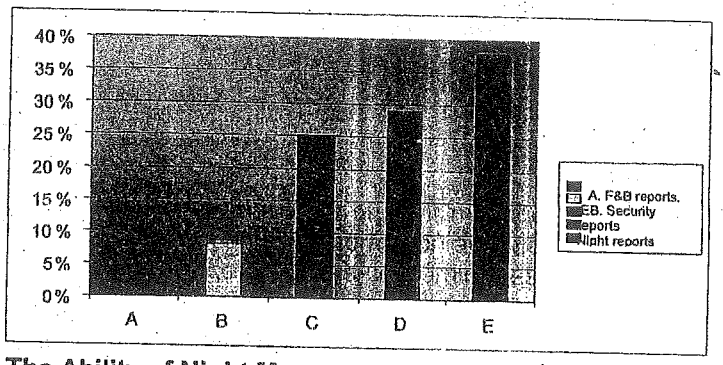

Fig. : (5) The Ability of Night Managers to Deal With Different Hotel Reports

The results in fig. (5) indicated the night managers rarely deal with food and beverage reports , while 8% of the sample can deal with food production and steward reports. A ratio of 25% of night managers can deal with and understand security reports and that is mainly because they are written in Arabic. 29% of night managers can read the night reports as most of them reached this position via the front office department. 38% of the sample can deal with the front office reports.

The data show that most night managers cannot deal effectively with most hotel reports(Kimberly 2008 and Hubert 2010), as most of them came out from front office department without attending any prior training or courses on night management.

ISSN: 1997-163X

Egyptian Journal of
Tourism and Hospitality

Recommendations:

Night manager performance in a hotel reflects positively or negatively on the hospitality industry concerning total income and hotel reputation. Hotel management must pay great attention to up grade night managers skills and knowledge of their posts through self learning and training courses (Philip2005, Marion 1998 and Martine1992) concerning the following sectors:

Sector One : Managerial Courses

- customer service
- Time management
- Communications
- Supervisory skills
- Attitude skills
- Positive thinking
- Management under stress
- Management by objectives

Sector Two : Up -to -Date Room Division Courses

- Using up- to- date computer soft ware ,like opera system
- Rooms revenue management
- Internal security operations
- Internal hotel sales techniques

Sector Three: Up- to- Date Food and Beverage Courses

- food and beverage revenue management
- International cuisine
- Using up –to-date computer soft ware like Microsoft system
- Room revenue management.

ISSN: 1997-163X

Egyptian Journal of
Tourism and Hospitality

References:

- Ahmed Ismail, **Front Office Operations and Management**, 2002 ,pp.25-34
- Christine Jaszay and Paul Dunk, **Ethical Decision Making in the Hospitality Industry** , 2005,pp. 54-60
- Clayton W.Barrows and Tom Power, **Introduction to the Hospitality Industry**, 2011,pp.20-50
- David K Hayes, **Hotel Operations Management** , 2002 p.47
- David K. Hayes and Jack D. Ninemier, **Human Resources Management in the Hospitality Industry**, 2008p.57
- Dennyes G. Rutherford,**Hotel Management and Operations**, 2002p.33
- Francis M Mcfadden and Denial Connolly, **Technology Strategies for the Hospitality Industry**, 2004pp.25-45
- Garry k Vallen, **Check in and Check Out ; Managing Hotel Operations**, 2008p.66
- James A. B and Klefjo,**Quality From Customer Needs to Customer Satisfaction** , Sweeden ; Magraw-Hill 1994, pp.24-35
- Jack D. Ninemeier, **Planning and Controlling Food and Beverage Operations**, 2009pp.22-40
- John R. Walker and Jack E.Miller, **Supervision in the Hospitality Industry**, 2009pp.20-65
- John R. Waker, **Exploring the Hospitality Industry** , 2007p.12
- Hubert B.Van Hoof, **Accounting and Financial Analysis in the Hospitality Industry**, 2010pp.35-44
- Karla Longree and Gertrude, **Quantity Food Sanitation** 1996.p.15
- Kimberly A. Tranterm Trevorstuart Hill and Juston Parker **Introduction to Revenue Management for the Hospitality Industry : Principles and Practices for The Real World** , 2008, pp.22-33
- Martin M Pegler **Food Presentation and Display**, 1992p.87
- Marion L. Cremer, **Quality Food in Quantity Management and Science** , 1998,pp55-68
- Robert H.Woods and Judy, **Leadership and Management in the Hospitality Industry**, 2009 pp.68-70
- Philip Kotlr, **Marketing for Hospitality and Tourism**, 2005p. 77

ISSN 1687-163X

Egyptian Journal of
Tourism and Hospitality

تطوير أداء المدير الليلي في فنادق المملكة العربية السعودية

(بالتطبيق على فنادق الدرجة الثانية و الثالثة بمدينه الرياض)

الملخص العربي :

يركز هذا البحث رعلى تطوير أداء المدراء الليلين بفنادق الدرجتين الثانية والثالثة بمدينة الرياض بالمملكة العربية السعودية ، ذلك ان هناك ظواهر تشير الى ضعف عام فى المهارت لدى هولاء المدراء ، الامر الذى ينعكس على جودة الخدمات المقدمة للنزلاء ، ومن ثم يستوجب تحليل نقاط الضعف والعمل على حلها فى إطار دورات تدريبية على المهارات الادارية وعلى التعامل فى قطاع الاغذية والمشروبات والغرف .