



# INTERNATIONAL RESEARCH JOURNAL OF HUMANITIES AND INTERDISCIPLINARY STUDIES

( Peer-reviewed, Refereed, Indexed & Open Access Journal )

DOI : 03.2021-11278686

ISSN : 2582-8568

IMPACT FACTOR : 8.031 (SJIF 2025)

## TRAITS OF A GOOD HOTEL MANAGER

**Yogeshwar Ramesh Jogi**

Assistant Professor,

Department of Commerce,

Manoharbhairam Arts and Commerce College,

Salekasa, Dist. Gondia (Maharashtra, India)

E-mail: [yrjogi@gmail.com](mailto:yrjogi@gmail.com)

DOI No. **03.2021-11278686** DOI Link :: <https://doi-ds.org/doilink/08.2025-36153481/IRJHIS2508024>

### **Abstract:**

*The hotel industry is a highly dynamic and service-oriented sector where managerial leadership plays a pivotal role in ensuring operational efficiency, guest satisfaction, and long-term profitability. This paper explores the essential traits of a good hotel manager, drawing from hospitality management literature, and leadership theory. Key attributes such as communication skills, emotional intelligence, adaptability, problem-solving ability, cultural awareness, and strategic thinking are examined. The findings highlight that while technical knowledge is important, the personal qualities of a hotel manager significantly influence staff performance, guest loyalty, and overall service excellence.*

**Keywords:** Traits, Hotel Manager, Industry

### **Introduction:**

The hotel industry is built on the principle of delivering exceptional guest experiences in a competitive and fast-changing market. In this context, the role of a hotel manager extends beyond administrative duties to include leadership, team motivation, crisis management, and strategic planning. Good hotel managers serve as the bridge between ownership, staff, and guests, ensuring smooth operations and maintaining the reputation of the establishment. Identifying and developing the traits that define effective hotel management is therefore crucial for the success of any hospitality business.

Management is the art and science of coordinating people, processes, and resources to achieve organizational goals effectively and efficiently. While technical expertise and industry knowledge are important, research consistently shows that the personal traits of a manager play a decisive role in determining organizational success. A “good” manager is not defined solely by their position or authority, but by the ability to inspire trust, foster teamwork, make sound decisions, and

adapt to changing circumstances.

In the context of today's competitive and dynamic work environment, managers must operate as leaders, mentors, and problem-solvers. They are expected to balance strategic vision with day-to-day operational demands, handle interpersonal conflicts with empathy, and guide their teams toward continuous improvement. The globalized nature of modern business further demands cultural sensitivity, emotional intelligence, and strong communication skills to effectively manage diverse teams and customers.

This paper explores the essential traits of a good manager, examining both personality attributes—such as integrity, adaptability, and resilience—and professional competencies like decision-making, strategic thinking, and leadership ability. Understanding and developing these traits is critical for sustaining productivity, enhancing employee satisfaction, and achieving long-term organizational growth.

### **Literature Review:**

**Hoang, H. T., Ho, N. T. T., & Pham, N. T. (2024)** the authors have studied in the research paper regarding the valuable information to hotel managers in developing policies to growth of their employees green behavior. Also, the study found that green HRM fully link between green transformational leaderships and green behavior of employees as well as in Asia's emerging economies.

**Yang, X., & Jo, W. (2022)** the authors have studied in the research paper regarding the mediating role of work life balance between hotel life and personal life and also find out that relationship recovery experience and subjective well-being as well as the role of moderating trait mindfulness for healthy relationship.

**Farah, L. B., Abdullah, F. Z., Ismail, W. K. W., & Ibrahim, A. R. (2023)** the authors have studied in the research paper regarding that spiritual intelligence does affect the stress management as well as job satisfaction relationships in the hospitality industry for better performing service provider to this sector.

### **Aims and Objectives:**

- To examine the key personality traits and soft skills required for effective hotel management.
- To analyze the role of leadership qualities in enhancing team performance and guest satisfaction.
- To identify the importance of communication and interpersonal skills for hotel managers.
- To evaluate the impact of problem-solving and decision-making abilities on hotel operations.

### **Sources of data:**

The data collected from already published sources for reference and analysis is based on secondary sources that was collect from a different of research journals and articles in academic papers on leadership traits, hospitality management, and organizational behavior, and industry reports published by hospitality associations, and government reports related to the tourism and hospitality sector as well as books and textbooks on hotel management, leaderships, and human resources management in hospitality and also from websites and online database in hospitality industry portals, hotel websites and online research databases such as Google Scholar, Research Gate and again also from case studies of successful hotel managers and hospitality leaders.

### **Research Methodology:**

The study will adopt a descriptive research design to identify and analyze the key traits that make a hotel manager effective. This design is appropriate as it helps in understanding and describing the qualities, behaviors, and skills required for successful hotel management.

### **Concept:**

The concept refers to the set of personal qualities, professional skills, and behavioral characteristics that enable a hotel manager to effectively lead a team, ensure guest satisfaction, and maintain smooth operations in a highly dynamic and service-oriented environment.

In the hospitality industry, a hotel manager plays a crucial role as the link between guests, staff, and organizational goals. The traits of a good hotel manager are not limited to technical knowledge but also include soft skills and emotional intelligence. These traits collectively determine how well a manager can handle challenges, manage resources, motivate employees, and deliver exceptional customer experiences.

### **A good hotel manager must demonstrate:**

- Leadership and Decision-Making – Ability to guide teams and make timely decisions.
- Communication Skills – Clear and effective interaction with guests and staff.
- Problem-Solving and Adaptability – Handling complaints, crises, and changing situations smoothly.
- Interpersonal Skills and Empathy – Building relationships and understanding guest needs.
- Professionalism and Ethical Behavior – Maintaining standards and integrity.
- Cultural Sensitivity and Diversity Management – Essential in serving guests from different backgrounds.
- Stress and Time Management – Balancing multiple tasks under pressure.

The concept emphasizes that traits are the foundation of a hotel manager's effectiveness and have a direct impact on guest satisfaction, staff morale, and overall business performance.

### **Definition of Hotel Manager –**

#### **1. General Definition:**

A hotel manager is a professional responsible for overseeing the day-to-day operations of a hotel, including managing staff, ensuring guest satisfaction, maintaining financial control, and achieving organizational goals.

## **2. Academic Definition:**

According to Walker (2016) in *Introduction to Hospitality Management*:

“A hotel manager is an individual who coordinates and supervises all activities of the hotel to ensure efficient operations, quality service delivery, and profitability.”

## **3. Industry-Oriented Definition:**

As per the American Hotel & Lodging Educational Institute (AHLEI):

“Hotel managers are executives who manage operational and administrative functions of lodging properties, ensuring guest comfort, safety, and satisfaction while maximizing revenues.”

## **4. Functional Definition:**

A hotel manager can be defined as:

“A person who organizes, directs, and controls all aspects of hotel operations, including front office, housekeeping, food and beverage, maintenance, and human resources, to provide a seamless experience for guests.”

## **5. Simple Working Definition:**

“A hotel manager is the head of a hotel who ensures everything runs smoothly for guests and staff, from check-in to check-out.”

## **KEY TRAITS OF A GOOD HOTEL MANAGER:**

The success of any hotel largely depends on the quality of its management. A hotel manager serves as the backbone of the hospitality operation, ensuring smooth functioning of services, maintaining guest satisfaction, and motivating staff toward organizational goals. In such a dynamic and service-driven industry, specific traits are essential for a hotel manager to be effective and successful.

### **1. Leadership Skills:**

- A hotel manager must inspire and guide employees, set a positive example, and delegate tasks effectively.
- Good leadership ensures team cohesion, high morale, and excellent service delivery.

### **2. Excellent Communication:**

- Clear verbal and written communication is essential for interacting with guests, staff, and vendors.
- Includes active listening and the ability to resolve misunderstandings quickly.

### **3. Problem – Solving Ability:**

- Hotels operate in a fast-paced environment; issues like guest complaints or service



failures require quick and effective solutions.

- A good manager remains calm and uses critical thinking to make sound decisions.

#### **4. Interpersonal Skills:**

- Hospitality is about building relationships; a good manager understands both guest needs and employee concerns.
- Empathy and emotional intelligence are key.

#### **5. Organizational and Time Management:**

- Managing multiple departments (housekeeping, F&B, front office) requires prioritization and efficiency.
- Strong planning skills help in handling peak seasons and unexpected challenges.

#### **6. Adaptability and Flexibility:**

- The hospitality industry is unpredictable due to seasonal demand, guest diversity, and emergencies.
- A good manager adapts quickly to changes without compromising service quality.

#### **7. Cultural Awareness and Sensitivity:**

- Hotels serve guests from different cultures and backgrounds; understanding diversity is essential for avoiding conflicts and enhancing guest experience.

#### **8. Financial Acumen:**

- A successful hotel manager understands budgeting, revenue management, and cost control to maintain profitability.

#### **9. Professionalism and Integrity:**

- Maintaining ethical standards, confidentiality, and a professional demeanor builds trust among staff and guests.

#### **10. Stress Management:**

- The role is demanding and time-sensitive; the ability to remain composed under pressure ensures consistent performance.

#### **Importance of These Traits:**

- Direct impact on guest satisfaction and repeat business.
- Ensures staff motivation and retention.
- Leads to higher operational efficiency and profitability.

#### **Conclusion:**

The role of a hotel manager is crucial in ensuring the smooth functioning of a hotel and delivering exceptional guest experiences. The hospitality industry is highly competitive and service-driven, requiring managers to possess a blend of leadership qualities, communication skills, problem-solving ability, and cultural sensitivity. These traits not only help in managing day-to-day operations

but also in handling crises, motivating staff, and maintaining high service standards.

A good hotel manager must be adaptable, ethical, and capable of working under pressure while balancing operational efficiency with guest satisfaction. Ultimately, the success of a hotel depends on the manager's ability to combine professional competence with interpersonal excellence, making these traits essential for sustainable growth and a positive reputation in the hospitality industry.

## References:

1. Bello, M. B., & Bello, Y. O. (2021). Personality traits and employees' job performance in hotel industry. *Journal of Tourism Theory and Research*, 7(2), 85-96.
2. Cwibi, M., Silo, M., & Nyathela-Sunday, T. (2023, June). What do hotel managers think of employee rewards? An exploration of five-star hotels in Cape Town. In *ICTR 2023 6th International Conference on Tourism Research*. Academic Conferences and publishing limited
3. Farah, L. B., Abdullah, F. Z., Ismail, W. K. W., & Ibrahim, A. R. (2023). The impact of spiritual intelligence on hotel manager: Exploring the mediating effect of job stress and job satisfaction. *International Journal of Hospitality and Tourism Systems*, 16(1), 1.
4. Hoang, H. T., Ho, N. T. T., & Pham, N. T. (2024). Green transformational leadership, green human resource management, big five personality traits, and hotel employees' green behavior in Vietnam. In *Green human resource management: A view from global south countries* (pp. 197-211). Singapore: Springer Nature Singapore.
5. İnanır, A. (2022). The effects of personality traits, organizational identification and trust in the manager at hotel organizations. *Journal of multidisciplinary academic tourism*, 7(1), 41-53.
6. Kwok, L., & Muñiz, A. (2021). Do job seekers' social media profiles affect hospitality managers' hiring decisions? A qualitative inquiry. *Journal of Hospitality and Tourism Management*, 46, 153-159.
7. Lee, S., Park, J., Back, K. J., Hyun, H., & Lee, S. H. (2020). The role of personality traits toward organizational commitments and service quality commitments. *Frontiers in psychology*, 11, 631.
8. Liasidou, S., Afxentiou, G., Malkawi, E., & Antoniadou, G. (2024). Attesting to hotel employees' professionalism: views and perceptions of managers. *EuroMed Journal of Business*, 19(4), 720-735.
9. Mistry, T. G., Hight, S. K., Okumus, F., & Terrah, A. (2022). Managers from heaven: how do hospitality employees describe good managers?. *International Hospitality Review*, 36(1), 2-24.

10. Shahreki, J., Ganesan, J., & Nguyen, T. T. (2021). The relationship between personality traits and individual performance: a case study in Malaysian hotel industry. *International Journal of Business Excellence*, 24(1), 101-124.
11. Sobaih, A. E. E., Al-qutaish, A. A., Gharbi, H., & Abu Elnasr, A. E. (2022). The impact of owner-managers' personality traits on their small hospitality enterprise performance in Saudi Arabia. *Journal of Risk and Financial Management*, 15(12), 585.
12. Yang, X., & Jo, W. (2022). Roles of work-life balance and trait mindfulness between recovery experiences and employee subjective well-being: A moderated mediation model. *Journal of Hospitality and Tourism Management*, 52, 459-468.

