



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)

THE ROLE OF THE GENERAL MANAGER IN HOTEL AND RESTAURANT

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DOI No. **03.2021-11278686**

DOI Link :: <https://doi-ds.org/doi/10.2025-72378314/IRJHIS2510017>

Abstract:

The role of the General Manager (GM) in the hotel and restaurant industry is pivotal in ensuring operational efficiency, service excellence, and overall profitability. A GM serves as the strategic leader responsible for planning, organizing, staffing, directing, and controlling all aspects of the establishment's operations. Their duties extend from financial management and human resource development to maintaining guest satisfaction and ensuring compliance with safety and quality standards. In an increasingly competitive hospitality environment, the GM also plays a critical role in innovation, marketing, and sustainability initiatives. This study highlights the multifaceted responsibilities of a General Manager and their contribution to achieving organizational goals, employee productivity, and enhanced customer experiences.

Keywords: General Manager, Hotel Management, Restaurant Management, Guest Satisfaction, Strategic Planning

Introduction:

The hotel and restaurant industry is one of the most dynamic sectors within the global economy, driven by customer satisfaction, service quality, and operational excellence. Within this highly competitive environment, the role of the General Manager (GM) is crucial for ensuring seamless operations and delivering exceptional guest experiences. The GM acts as the central figure responsible for overseeing daily operations, managing human resources, ensuring financial stability, and maintaining brand standards.

In addition to operational responsibilities, the General Manager plays a strategic role by formulating long-term goals, implementing innovative practices, and adapting to changing market trends. They serve as the link between ownership, staff, and customers, ensuring that all stakeholders' expectations are met. As the hospitality industry continues to evolve with advancements in technology and increased customer expectations, the GM's role demands strong

leadership, decision-making skills, and adaptability. This paper aims to explore the diverse functions, challenges, and significance of the General Manager in hotel and restaurant management.

Literature Review:

Williams, C. (2022). The authors have studied in the research paper regarding the hotel general manager obtain leadership qualities perform and contributed become a successful hotel manager. Also find out the tools for currently advanced operation of hotel becoming a great responsibility to run the hotel.

Bharwani, S., & Talib, P. (2017). The authors have studied in the research paper regarding the hotel general managers have developed leadership skill and management skill to achieve operational goals set by management to becoming a successful hotel manager. The study also find out that the changing environment this sector suddenly so that the GM has play a vital role to maintain proper development to our leadership.

Hawk, D. B. (1998). The authors have studied in the research paper regarding the most of the general manager not completed the degree due to some reason such as lack of finance, decreased interest, time constraints etc. so many legal competencies in this sector but general manager enroll in higher education but not competed full program. Also find out that general manager are in a central authority to growth of organization as well as service provider, customer satisfaction. Also its productive industry in upcoming century.

Aims and Objectives: –

Aims:

To study and analyze the role and responsibilities of a General Manager in the efficient management and success of hotels and restaurants.

Objectives:

1. To understand the key functions and duties performed by a General Manager in hotel and restaurant operations.
2. To identify the leadership qualities and managerial skills required for an effective GM.
3. To examine the role of the GM in ensuring customer satisfaction and service quality.
4. To evaluate the GM's contribution to financial management and profitability..

Sources of data:

This study is based on secondary data sources collected from a variety of credible and relevant materials, including:

1. Books and Textbooks on hospitality management, hotel operations, and leadership in the service industry.
2. Research Papers and Academic Journals related to hospitality management and managerial roles and online research databases such as Google Scholar, Research Gate.

3. Industry Reports published by hospitality associations and market research firms.
4. Websites of Hotels and Restaurants providing insights into organizational structure and managerial responsibilities.
5. Government Publications and reports from tourism and hospitality boards.
6. Articles and Blogs by hospitality experts and professional organizations.
7. Case Studies of leading hotels and restaurants highlighting the GM's role and impact.

Research Methodology:

The present study is descriptive in nature and is based entirely on secondary data. The information was collected from various authentic and reliable sources such as academic journals, books on hospitality management, industry reports, case studies, and research articles. Data was also gathered from credible websites of hotels and professional hospitality organizations, as well as government reports related to the tourism and hospitality sector.

The collected data was analyzed to identify the key roles, responsibilities, and challenges of a General Manager in the hotel and restaurant industry. The methodology involves reviewing existing literature, comparing managerial practices across different establishments, and summarizing the findings to present a comprehensive understanding of the GM's role. No primary data collection methods such as surveys or interviews were used in this study.

Concept:

The concept of the General Manager's role in the hotel and restaurant industry is rooted in leadership, coordination, and strategic management. A General Manager (GM) is the highest-ranking operational authority responsible for ensuring that all departments within a hotel or restaurant function efficiently to achieve organizational goals. The GM is often referred to as the backbone of hospitality operations because they oversee not only the day-to-day activities but also the long-term growth and sustainability of the establishment.

At its core, the GM's role encompasses multiple dimensions of management, including planning, organizing, staffing, directing, and controlling. These functions involve setting clear objectives for the hotel or restaurant, creating operational plans, ensuring adequate human resources, and monitoring performance against set standards. The GM coordinates the work of different departments such as front office, housekeeping, food and beverage, sales and marketing, accounts, and human resources to maintain harmony and productivity across the organization.

Another vital concept related to the GM's role is guest satisfaction and service excellence. In hospitality, customer experience is paramount, and the GM is accountable for upholding high service standards, addressing guest complaints, and ensuring overall customer satisfaction. This requires strong interpersonal skills, problem-solving abilities, and a customer-centric mindset.

In addition, the GM plays a strategic role in financial planning and revenue management.

They are responsible for budgeting, cost control, and ensuring profitability while maintaining quality standards. They also engage in forecasting market trends, implementing innovative solutions, and adopting new technologies to remain competitive. In today's dynamic environment, GMs are expected to lead sustainability initiatives, digital transformation, and staff training programs to meet changing industry demands.

Furthermore, the GM acts as a bridge between ownership, employees, and guests. They ensure that the vision and mission of the organization are communicated effectively and that all team members work toward common goals. They also represent the establishment in external relations with suppliers, stakeholders, and the community, thereby enhancing the brand image and reputation. Overall, the concept of the General Manager's role in hotels and restaurants is not limited to supervision; it extends to leadership, innovation, and strategic decision-making. The GM is a multi-tasker, a motivator, and a visionary who ensures operational efficiency, financial success, and customer loyalty in an industry that thrives on service excellence.

Definition of General Manager, Hotel and Restaurant:

A General Manager (GM) in the context of the hotel and restaurant industry can be defined as:

“The senior-most operational executive responsible for overseeing all functional areas of a hotel or restaurant, ensuring efficient operations, maintaining service standards, managing resources, and achieving organizational goals related to profitability, guest satisfaction, and growth.”

The General Manager acts as the central authority who supervises multiple departments such as front office, housekeeping, food and beverage, sales and marketing, and accounts. Their responsibilities include strategic planning, decision-making, financial control, human resource management, and customer relationship management.

Hotel - A hotel is an establishment that provides lodging, meals, and other services to travelers and guests on a short-term or long-term basis in exchange for payment. Hotels are designed to offer accommodation, comfort, and hospitality services, which may include rooms, housekeeping, food and beverage services, recreational facilities, and business amenities. They operate under different categories such as luxury, budget, boutique, and resort hotels, catering to varied customer needs and market segments.

“A hotel is a commercial establishment that offers accommodation and related services to guests for a specified period.”

Restaurant - A restaurant is a food service establishment where meals and beverages are prepared, served, and consumed, either on the premises or as takeaway/delivery. Restaurants vary in type, such as fine dining, casual dining, quick-service restaurants, and specialty eateries, and they focus on providing quality food, efficient service, and a pleasant dining experience.

“A restaurant is a place where food and drinks are prepared and served to customers in exchange for money.”

THE ROLE OF THE GENERAL MANAGER IN HOTEL AND RESTAURANT:

The role of a General Manager (GM) in hotels and restaurants is multifaceted and central to the overall success and sustainability of the establishment. A GM serves as the primary operational leader responsible for integrating all functional areas of the business, ensuring seamless service delivery, and maintaining profitability while upholding the highest standards of guest satisfaction.

1. Strategic Leadership and Planning:

The General Manager provides strategic direction to the hotel or restaurant by setting goals, developing business plans, and formulating policies that align with the organization's vision and mission. They analyze market trends, study competitors, and implement strategies to enhance competitiveness. Their planning role also involves forecasting future demand, budgeting, and resource allocation to ensure optimal performance and growth.

2. Operational Management:

The GM oversees daily operations across all departments, including front office, housekeeping, food and beverage, sales and marketing, accounts, and maintenance. They ensure that every department functions smoothly and in harmony to deliver excellent customer service. Standard Operating Procedures (SOPs) are implemented and monitored under their supervision to maintain consistency in service quality.

3. Financial Management:

Profitability is a critical measure of success in hospitality, and the GM plays a vital role in financial planning, cost control, and revenue management. They prepare and monitor budgets, control expenses, analyze financial statements, and implement strategies to maximize revenue while maintaining quality standards. Effective inventory management and pricing strategies also fall under their purview.

4. Human Resource Management:

The GM is responsible for building and managing an effective workforce. This includes hiring skilled staff, conducting training programs, motivating employees, and ensuring a healthy work culture. They also handle performance evaluations, conflict resolution, and employee retention strategies to maintain high morale and productivity. A strong GM fosters teamwork and creates an environment that encourages innovation and service excellence.

5. Guest Satisfaction and Service Quality:

In the hospitality industry, customer satisfaction is paramount. The GM ensures that all guest needs and expectations are met or exceeded. They monitor service quality, handle guest complaints, and implement feedback systems to continuously improve the customer

experience. Personal interaction with guests, especially VIPs, is often part of their role to enhance brand reputation and loyalty.

6. Compliance and Safety Management:

A General Manager ensures that the establishment complies with all legal, health, and safety regulations. This includes maintaining food safety standards, fire safety protocols, hygiene requirements, and labor laws. They also oversee risk management and crisis handling, such as emergencies, accidents, or unforeseen operational disruptions.

7. Marketing and Brand Management:

The GM actively participates in promotional strategies, brand positioning, and public relations. They work closely with the marketing team to design campaigns, create partnerships, and enhance the visibility of the hotel or restaurant in the market. In today's digital era, the GM also focuses on online reputation management and social media presence to attract and retain customers.

8. Innovation and Technology Integration:

Modern hospitality management requires adopting new technologies for efficiency and customer convenience. The GM oversees the implementation of Property Management Systems (PMS), digital check-ins, contactless payments, and customer relationship management tools. They also encourage sustainable practices such as energy-saving systems and waste reduction initiatives to align with global sustainability trends.

9. Liaison and Networking:

The GM acts as a liaison between the owners, staff, and external stakeholders such as suppliers, corporate clients, and government bodies. They represent the establishment in industry forums, build business relationships, and negotiate contracts to secure favorable deals for the hotel or restaurant.

10. Crisis and Change Management:

In an industry that is highly sensitive to economic changes, natural disasters, or global crises (such as pandemics), the GM plays a critical role in managing uncertainties. They develop contingency plans, adapt operations to new regulations, and maintain business continuity during challenging times.

Conclusion:

The role of the General Manager in hotels and restaurants is central to the overall performance, sustainability, and reputation of the organization. As the highest operational authority, the GM integrates multiple functions, including strategic planning, financial oversight, human resource development, service quality control, and guest satisfaction. Their ability to maintain a balance between operational efficiency and customer-centric service determines the success of the

establishment in an increasingly competitive and dynamic hospitality environment.

A General Manager is not limited to administrative duties; they are visionaries who anticipate market trends, adopt innovative technologies, and implement strategies for long-term growth. Their responsibilities extend beyond routine operations to encompass brand positioning, digital engagement, sustainability practices, and crisis management. This holistic role requires adaptability, decision-making skills, and strong leadership to navigate the complexities of the modern hospitality sector.

Furthermore, the GM serves as a critical link between ownership, employees, and customers, ensuring that the organizational objectives align with guest expectations and employee performance. By fostering a positive work culture, enhancing service delivery, and maintaining strict compliance with legal and safety standards, the GM safeguards both the operational and ethical integrity of the business.

In conclusion, the General Manager's role is not just functional but transformational. They drive profitability while nurturing guest loyalty, uphold brand value while adapting to technological shifts, and ensure operational stability while preparing for future challenges. Without an effective GM, even the most well-established hotel or restaurant would struggle to achieve consistent growth, superior service standards, and a strong market presence. Thus, the General Manager is rightly considered the backbone of hospitality management, bridging strategy and execution to create memorable experiences for guests and sustainable success for the organization.

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