

Exploring Management Practices in the Hospitality Industry: A Comprehensive Employee Perspective

Alina Shrestha*

BHM, Atharva Business College, Kathmandu, Nepal
alinashrestha2002@gmail.com
<https://orcid.org/0009-0004-9845-2626>

Jeet Shrestha

Faculty, Atharva Business College, Kathmandu, Nepal
justjeet.208@gmail.com
<https://orcid.org/0009-0008-1081-9091>

Corresponding Author*

Received: July 06, 2024
Copyright: Author(s) (2024)

Revised & Accepted: August 16, 2024



This work is licensed under a [Creative Commons Attribution-Non Commercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/).

Abstract

This study explores management practices within the hospitality industry from the perspective of employees, focusing on various aspects of management effectiveness and employee engagement. A questionnaire survey was conducted among employees from different hospitality establishments, revealing a significant gender disparity in representation, with 75.4% male and 26.6% female respondents. Key findings indicate a strong consensus among participants regarding the importance of quality management practices, with a majority supporting new management styles aimed at enhancing quality across departments. Senior executives were generally perceived as effective communicators of company policies, with 53% of respondents expressing agreement on this matter. Furthermore, a notable percentage (76.1%) of employees acknowledged the responsibility of top management in ensuring quality performance. Leadership capability among managers was deemed essential, with 51.5% of participants strongly agreeing on its significance. Continuous self-improvement among managers received substantial support (44.8% agreement), alongside recognition of the necessity for information sharing among departmental managers. The results also highlighted a prevailing focus on quality strategies within hotels, with 47.8% of respondents agreeing that their establishments prioritize quality over quantity.

Keywords: Management, Employee, Perception, Hospitality, Quality

Introduction

The hospitality industry, known for its dynamic and customer-centric environment, relies heavily on effective management practices to ensure smooth operations, employee satisfaction, and the delivery of quality services (Dhaubhadel & Modi, 2022). As one of the most labor-intensive sectors, the role of management in shaping the work environment and employee experiences is critical to the industry's success. The global expansion of the hospitality industry, driven by tourism and business travel, has increased the demand for efficient management practices, making it necessary to explore the perspectives of employees who are integral to delivering these services (Rai & Dahal, 2024). Globally, hospitality management has witnessed significant transformations due to technological advancements, shifting customer preferences, and the integration of sustainable practices. Leading international hotel chains have adopted sophisticated management approaches that focus on improving customer experience, streamlining operations, and enhancing employee engagement (Giannoukou, 2024). Key global management practices include total quality management (TQM), lean management, and performance measurement systems, all aimed at optimizing service delivery and operational effectiveness (Anvari, Ismail, & Hojjati, 2011). In addition to quality management, the industry has seen a rise in digitalization, with hotels and restaurants increasingly using AI, data analytics, and automation to enhance service personalization, streamline booking processes, and manage customer feedback (Alt, 2021; Parajuli, Mahat, & Kandel, 2023; Mahat, 2023). Moreover, sustainability has become a core aspect of hospitality management, with businesses focusing on reducing their environmental footprint and promoting eco-friendly initiatives. Employee training and development also play a crucial role, as the industry heavily depends on frontline employees to deliver superior guest experiences (Liu, Wu, Ye, & Kwan, 2024). These global trends serve as a benchmark for many emerging markets, including Nepal, where the hospitality industry is still in its growth phase.

In Nepal, the hospitality sector has been growing steadily, especially with the country's booming tourism industry (Ghimire, 2008; Shrestha, Karki, Mahat, & Neupane, 2024). Management practices in the Nepalese hospitality industry, however, are often influenced by local cultural norms, economic conditions, and the unique challenges posed by Nepal's geographical and infrastructural landscape (Kafle, 2022). While there is a gradual shift towards adopting global best practices, many hospitality businesses in Nepal still rely on traditional management methods, where family-owned establishments dominate the market (Biswakarma, Gnawali, & Khatri, 2020; Karki, et al., 2024). The industry, despite its potential, faces hurdles such as limited access to technology, insufficient training for staff, and inconsistent service standards across establishments. However, with the increasing number of international tourists, especially after the "Visit Nepal 2020" campaign, there has been a growing recognition of the importance of modern management techniques (Silwal, Garcia, & Silwal, 2022). Large hotels in Kathmandu, Pokhara, and other tourist hubs have started implementing quality management systems, investing in employee training programs, and adopting more structured approaches to managing operations (Devkota, Paudel, & Bhandari, 2021). Additionally, customer-centric

approaches are becoming more prominent, with hotels focusing on improving customer service and aligning their operations with international standards. Still, challenges such as staff retention, infrastructure limitations, and a lack of advanced technology continue to impede the full adoption of modern management practices across the sector.

This study aims to delve into the management practices within the hospitality sector by gathering comprehensive insights from employees working in various hospitality establishments. Employee perspectives offer a unique and valuable lens through which management practices can be evaluated, particularly in terms of leadership effectiveness, communication, teamwork, and the focus on quality in both service delivery and internal operations. Previous research has highlighted the importance of aligning management practices with organizational goals, particularly in industries that prioritize customer satisfaction and continuous improvement. Given the competitive nature of the hospitality industry, where customer experience directly impacts business success, it is essential to understand how employees perceive management styles, leadership capabilities, and the overall work environment. This research also investigates the extent to which management communicates company values, provides leadership, fosters teamwork, and implements quality-related strategies. By analyzing data collected from a sample of employees across different hospitality establishments, this study explores the effectiveness of current management practices. In doing so, it addresses key areas such as the role of senior executives in promoting quality, the leadership capabilities of managers, the importance of teamwork, and the implementation of quality-focused strategies within hospitality organizations. The findings aim to contribute to the existing body of knowledge on hospitality management, offering practical insights that can help managers enhance employee engagement, performance, and organizational outcomes.

Research Methods

A descriptive research design was adopted for this study, focusing on the hospitality industry, particularly star-rated hotels (Mahat, Neupane, & Shrestha, Quantitative Research Design and Sample Trends: A Systematic Examination of Emerging Paradigms and Best Practices, 2024). The target population comprised 120 participants employed in various departments within the hospitality sector, including food and beverage service, food production, housekeeping, and front office management. The study aimed to gather insights from all levels of staff, including heads of departments, top-level managers, middle-level managers, and low-level employees, ensuring a comprehensive understanding of the industry. To conduct the research on the feasibility of total quality management in the hospitality industry, data were collected from a diverse range of establishments, including well-known hotels such as Aloft Hotel, Radisson Hotel, and Park Village, as well as smaller venues like roadside restaurants and Ozzy Lounge and Bar. A questionnaire was employed as the primary data collection tool, allowing for the efficient gathering of information on various issues related to the performance of the hospitality industry. The questionnaires were designed specifically for employees working in the hospitality sector, who were asked to rate the industry's performance using a five-point Likert

scale. This approach facilitated a nuanced understanding of employee perceptions regarding total quality management practices. Data analysis was conducted using SPSS software, which provided statistical insights into the collected responses. Additionally, pie charts were utilized to visually present the results, making the findings more accessible and understandable. Prior to data collection, consent was obtained from both the hotels and the respondents, ensuring ethical standards were maintained throughout the research process.

Results

Distribution of Respondents by Gender

The figure number 1 shows the proportion of male and female involved or participated in the questionnaire survey in different Hospitality Establishments. The comparison shows that of all the respondents, 75.40% were male, while the remaining 26.60% were females. These percentage is translated to 101 and 33 employees respectively. Although the study had a high representation of male employees than that of female employees who work in an industry related to hospitality industry. Hence, the conclusion made was based on responses from both genders. Both the gender were the representatives of the entire population of the hospitality industry.

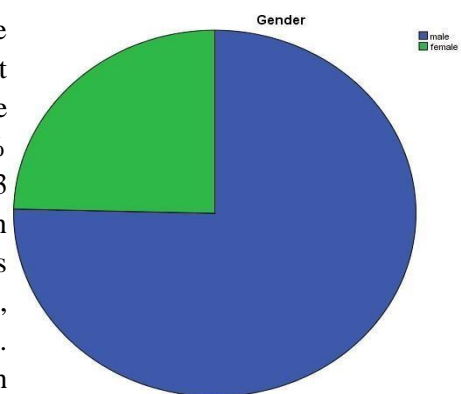


Figure 1 Gender

Questionnaire Asked to Respondents

The management wishes a new management style where quality is brought to every department. The pie chart represents responses to a questionnaire regarding management style for quality in each department of hospitality industry. The participants were asked how much they agree or disagree with this statement. The pie chart shows that 0.7% of the participants strongly disagree with the statement whereas 3.0% participants disagree, 12.7% of the participants felt neutral, similar to that 45.5% of the participants agreed with the statement as well as 38.1% of the participants strongly agreed with this statement. It is clearly shown that lesser number of participants disagree with this statement and there are huge majority of participants who agree or strongly agree with this statement. So, it clearly shows that the management style of handling the organization determine the quality in each department. Senior executives communicate the company's policy and values to the customers, employees, suppliers and other groups.

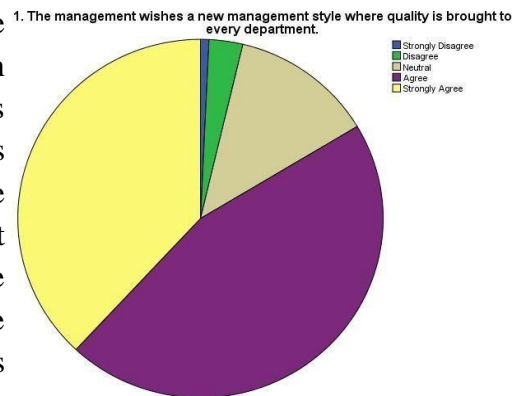


Figure 2 New Management Style

The response to the question —Senior executives communicates the company’s policy and values to the customers, employees, suppliers and other groups are represented in the pie chart. For this statement, respondents have shown different levels of agreement as well as disagreement. 0.7% of the people strongly disagree with this statement, which indicates that senior management doesn’t communicate company’s policy with them. 3.0% disagree with the statement, which shows they are not satisfied with the senior executives. 23.1% of the respondents felt neutral in this statement which indicates that the senior executive communicates about company’s policy clearly sometimes but sometimes it’s unclear. 53.0% of respondents agreed with the statement, which shows the satisfaction level toward senior executives, similar to that 20.1% of the respondent strongly agreed with the statement, understanding the role and responsibility of the senior executives. In general, the pie chart shows a positive attitude toward senior executive communication skills and their management quality.

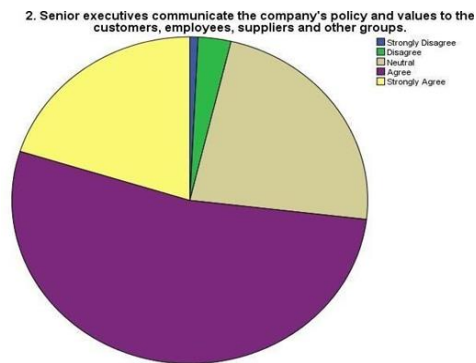


Figure 3 Senior executives communicate the company's policy

Top level management assumes responsibility for quality performance

The pie chart represents the responses to the statement —Top level management assumes responsibility for quality performance where 3.0% of the respondent disagree with this statement but 20.9% felt neutral and 45.5% of the participants agreed with this statement and 30.6% of the respondents strongly agree with the statement.

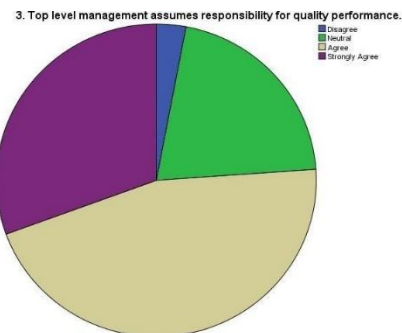


Figure 4 management assumes responsibility for quality performance

The information shows that the respondents were in agreement on the statement where top level management assumes responsibility for quality performance. The above pie chart shows that there is higher level of agreement as compared to disagreement.

So, this pie chart shows that the top level management assumes responsibility for quality performance.

The managers in the hotel must be capable of leadership in view of the hotel and department's targets.

The responses to the question, —The managers in the hotel must be capable of leadership in view of the hotel and department’s targets are represented in the pie chart. It is shown at different levels of agreement as well as disagreement like Disagree, Neutral, Agree and Strongly Agree.

5.2% of the respondents disagree with the statement, indicating that they don't think it's vital for an organizations' managers to have leadership qualities which means an organization can run effectively even though the manager doesn't have leadership capability. 11.2% of the respondents felt neutral which means organization can run smoothly with or without proper leadership. 32.1% of the respondents agreed with the statement, understanding the proper role of managers in an organization. 51.5% of the respondents strongly agreed with the statement that highlights how important role manager plays in leading an organization.

In general, the pie chart shows the positive attitude towards the manager's leadership in an organization.

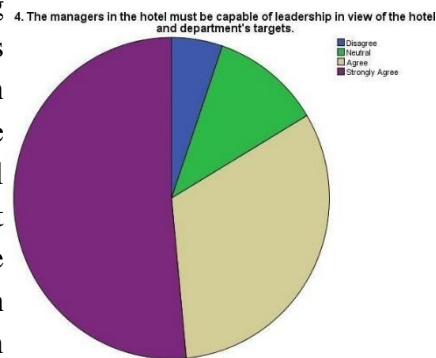


Figure 5 Managers in the hotel must be capable of leadership

Managers of the hotel continually improve themselves

The pie chart provides an overview of the opinion regarding the statement —Managers of the hotel continually improve themselves. Disagree, Neutral, Agree and Strongly Agree are the four categories that form up the chart.

The majority of responses towards this statement is 44.8% who agreed this statement and who believe that managers also need to continually improve themselves for smooth and efficient running of the organization and to achieve the organizational goals on desired time period. A further 30.6% had a neutral opinion that the managers focus on improving themselves. 20.1% choose strongly agree, showing that the managers should improve themselves and last but not the least 4.5% of the respondent choose disagree as managers of organization doesn't focus on improving themselves which result on low quality and lack of management.

This information shows that opinions of various employees who work in industry related to hospitality that managers must focus on self-improvement too

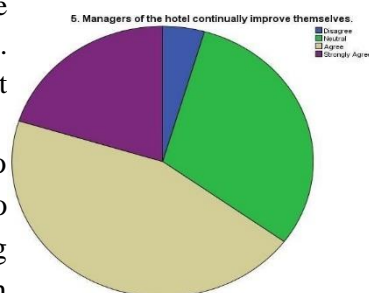


Figure 6: Managers of the hotel continually improve themselves

The managers of every departments share their information and experiences with their workers.

Above pie chart illustrates the responses to the statement —The managers of every departments share their information and experiences with their workersl.

The majority of responses are agreed which is 35.8% on the statement which highlights that the managers share their experiences with their employees. 27.6% of the respondents felt neutral on this statement whereas 23.1% of the employees strongly agree with this statement which shows the satisfaction level of the employees towards the manager. Although, this statement also includes disagreement where 9.7% of the respondents disagree with the statement and 3.7% strongly disagreed, which highlights that the managers doesn't share the information and experiences with their employees.

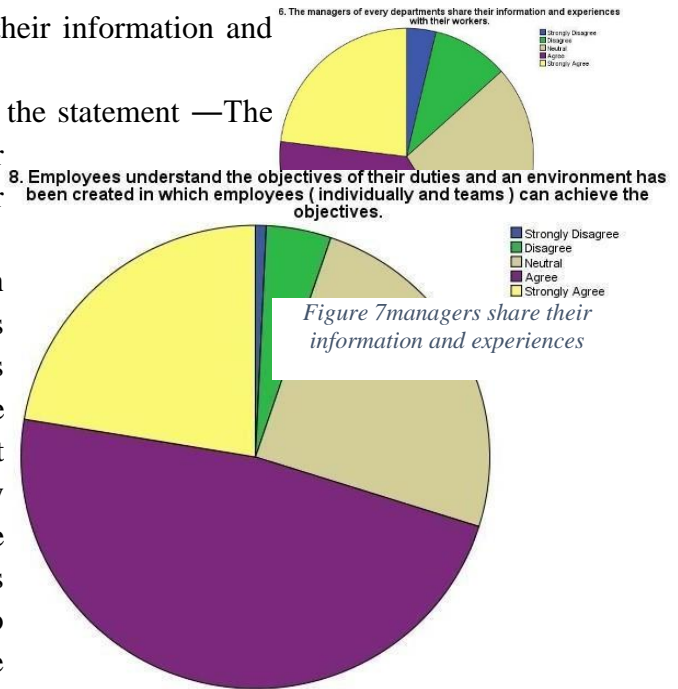


Figure 7 managers share their information and experiences

The hotels implement strategies focused on quality.

The responses to the statement —The hotels implement strategies focused on qualityl are represented in the above pie chart. It presents four categories. They are: Disagree, Neutral, Agree and Strongly Agree. According to the pie chart, 47.8%of the respondents agreed to the statement which shows that the organization focus on quality rather than the quantity. 27.6% of the respondent chooses the neutral option, whereas 18.7% of the respondents strongly agreed with the statement which represent positive agreement towards the statement but 6.0% of the respondents also disagree with the statement which highlights the organization focus on the quantity rather than the quality. Overall, the majority shows that the organization mostly focus on quality rather than quantity. Employees understand the objectives of their duties and an environment has been created in which employees (individually and teams) can achieve the objectives.

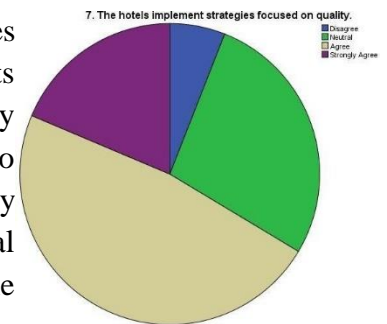


Figure 8: hotels implement strategies focused on quality

The pie chart shows the satisfaction level of employees toward the duties of employees and an environment created for the employees to achieve their objectives. 22.4% of the respondents strongly agreed with the statement as it shows the positive response towards their duties and an environment created for them. 47.8% agreed with

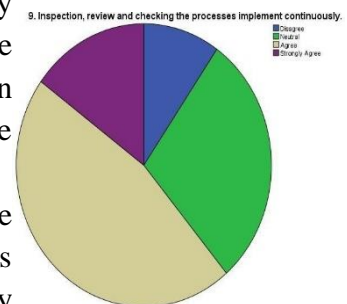


Figure 9 Employees understand the objectives of their duties

the statement, which shows higher level of satisfaction of employees and similar to that 24.6% of respondents choose neutral options. With that, it also includes disagreement where 4.5% disagreed with the statement as they aren't satisfied and 0.7% strongly disagreed with the statement.

In conclusion, the majority of the respondents are satisfied with their duties as well as with the environment created by the organization for them.

Inspection, review and checking the processes implement continuously.

The pie chart illustrates the respondents or employees on the organization's policy on inspection, review and checking the processes that is implemented in an organization. It demonstrates that 14.9% of the respondents strongly agree with the statement which represents that the organization continuously implements inspection, review and check the processes of an organization to maintain the quality. Additionally, 46.3% of the respondents selects the agreed options which represent the positive agreement towards the organizational policy and satisfaction of the employees. 29.1% chooses neutral option whereas 4.5% respondent have disagreed with the statement and 0.7% have strongly disagree as they were not provided favorable environment as well as proper duties for the employees.

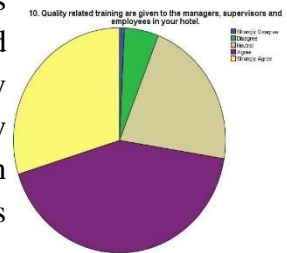


Figure 10 Inspection, review and checking the processes implement continuously

Quality related training are given to the managers, supervisors and employees in your hotel.

The above pie chart illustrates the responses from the respondents on the topic, —Quality related training are given to the managers, supervisors and employees in your hotel. According to the pie chart, only 0.7% of the respondent strongly disagree the statement, whereas 5.2% disagree with the statement which shows that the hotel of the respondents doesn't provide quality related trainings to the managers, supervisor as well as to the employees. 21.6% of the respondent choose neutral option, which shows that they are neither fully satisfied nor dissatisfied with the facilities provided by the workplace. 42.5% agreed with the statement and 29.9% of the respondent strongly agreed with the statement as the majority of the employees of the industry are provided with the training's based on quality.

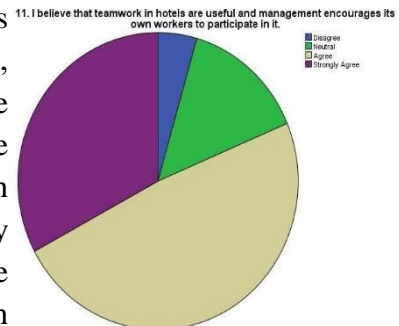


Figure 11 Quality related training are given to the managers

I believe that teamwork in hotels are useful and management encourages its own workers to participate in it.

The above pie chart shows the responses of the respondents on the statement, —I believe that teamwork in hotels are useful and management encourages workers to participate in it. 4.5% of the respondents disagree with the statement, which indicates the teamwork aren't useful and it isn't efficient to work in a group. 14.2% of the respondents choose a neutral option whereas 48.5% of the respondents agreed with the statement, understanding the importance of the teamwork. 44% of the respondents

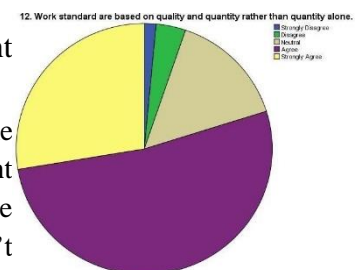


Figure 12 teamwork in hotels are useful and management encourages

strongly agreed with the statement highlighting the effectiveness of teamwork which help the management to encourage to work smoothly in an organization.

Work standard are based on quality and quantity rather than quantity alone.

Figure 13, represent the responses on the statement, —Work standard are based on quality and quantity rather than quantity alone. 27.6% of the respondents strongly agreed with the statement indicating the workplace apply both the quality and quantity rather than quantity alone. 52.2% of the respondents agreed with the statement. It show the positive attitude of the respondents towards their organization, whereas 14.9% of the respondents choose neutral options and same as that 3.7% of the respondent disagree with the statement whereas the 1.5% of the respondents strongly disagreed with the statement which show that the organization only focus on quantity rather than quality and quantity.

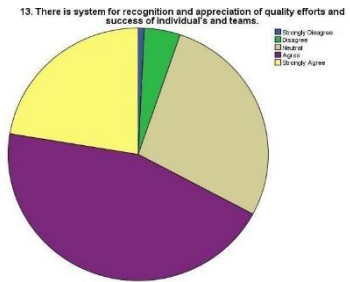


Figure 13 Work standard are based on quality

In the pie chart, the majority of respondents is aware of the organization which focus on the quality as well as quantity.

There is system for recognition and appreciation of quality efforts and success of individual's and teams.

Figure 14 represents the response to the statement, —There is system for recognition and appreciation of quality efforts and success of individual's and teams. Five segments define the chart, each of which represents different type of answer.

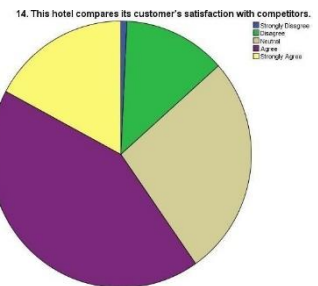


Figure 14 system for recognition and appreciation of quality efforts

The majority of the group agreed with the statement that is 44.8% indicating that the organization have the system for recognition and appreciation of quality efforts and success of individual's and teams. 22.4% of the respondent strongly agreed with the statements which show the satisfaction towards the organization of the employees.

27.6% of the participants choose neutral option by not agreeing or disagreeing with the statement. With the satisfaction towards organization there is also dissatisfaction where 4.5% of the participants disagree with the statement which shows that recognition aren't provided and with that 0.7% of the respondents strongly disagree with the statement which show that the employees aren't provided recognition.

This hotel compares its customer's satisfaction with competitors.

The pie chart illustrates respondent's opinions on the hotel compares it's customer's satisfaction with competitors.

It demonstrates that 17.2% of the respondents strongly agreed with the statement that reflects an organization compares the satisfaction of the customers with their competitors. 42.5% of the respondents agreed that an organization look after their competitors for better

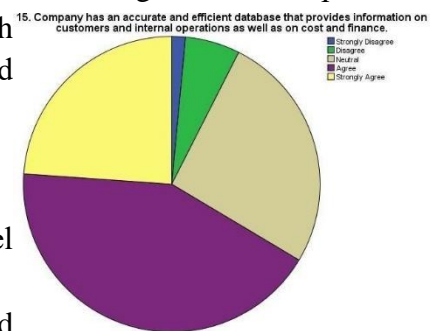


Figure 15 compares its customer's satisfaction with competitors

improvement and for the effective results. 26.9% of the respondent choose neutral option where they neither totally agreed nor totally disagreed with the statement. 12.7% show negative responses by choosing disagree options and 0.7% chooses strongly disagreed.

Company has an accurate and efficient database that provides information on customers and internal operations as well as on cost and finance.

Figure 16 represents the responses to the statement —Company has an accurate and efficient database that provides information on customers and internal operations as well as cost and finance.

According to the chart, 23.9% of the respondent strongly agree with the statement and the majority of the respondent choose agreed option that is 42.5% which indicate the company has an accurate and efficient database that provide information on customers and internal operation as well as 26.1% choose neutral option whereas some also disagree with the question 6.0% of the respondent disagree and 1.5% strongly disagree with the statement indicating that the company doesn't have an accurate and efficient database.

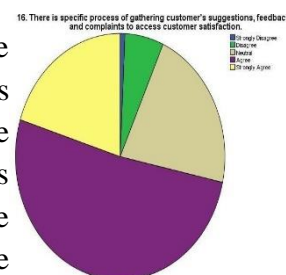
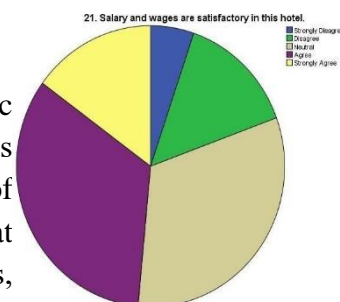


Figure 16

There is specific process of gathering customer's suggestions, feedbacks and complaints to access customer satisfaction.

The responses that were given to the statement, —There is a specific process of gathering customer's suggestions, feedback and complaints to access customer satisfaction. According to the research, 20.1% of the respondents strongly agreed with this statement where it shows that the company follows the process of gathering customer's suggestions, feedback and complaints to know about customer satisfaction. 51.5%



of the respondents agreed with the statement indicating the positive attitude towards the company's process followed to accesses customer satisfaction. 21.6% of the respondents choose neutral option where the respondent neither agreed with the statement nor disagree with the statement. Similarly, the respondents also disagree to the statement where 6.0% disagree and 0.7% strongly disagree with the statement indicating that the company don't follow any processes that helps to gather customer's suggestions, feedback or complaints.

Salary and wages are satisfactory in this hotel.

The pie chart represents responses to a statement regarding salary and wages of the employees who work in hospitality industry. The participants were asked to indicate their level of agreement or disagreement with the statement.

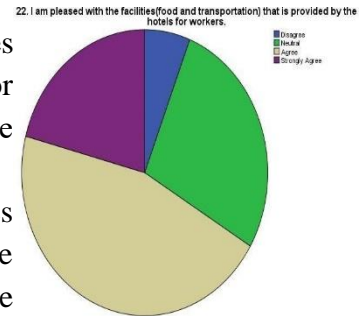
The chart shows 5.2% of the respondent strongly disagree with the salary and wages but 14.9% of the respondent strongly agreed as it show that the employees are satisfied with the salary and wages that the hospitality industry pay them. Similarly, 14.2% of the respondent disagree with the statement and the majority of the respondents also have agreed on the statement that is 33.6%. So, 32.1% of the respondents have choose neutral option as they aren't too satisfied and aren't too dissatisfied.

I am pleased with the facilities (food and transportation) that is provided by the hotels for

workers.

The responses to the question, —I am pleased with the facilities (food and transportation) that is provided by the hotels for workers. Different level of agreement and disagreement are shown by the charts in four segments.

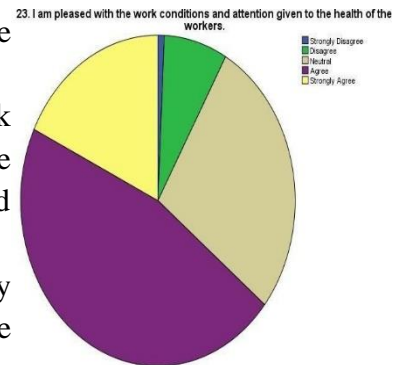
20.9% of the employees are fully satisfied with the facilities provided by the hotel industry so that is why they have choose strongly agree options. The majority of the respondents choose agree option that is 45.5% as employees are satisfied with the facilities and services. 27.6% of the respondents choose neutral option which show they are neither fully satisfied nor fully dissatisfied with the services provided to them but 6.0% of the respondents choose disagree as they aren't satisfied or happy with the facilities that is provided to them which might be food and beverage, transportation etc.



I am pleased with the work conditions and attention given to the health of the workers.

The responses for the statement, —I am pleased with the work conditions and attention given to the health of the workers are categorized into strongly disagree, disagree, neutral, agree and strongly agree.

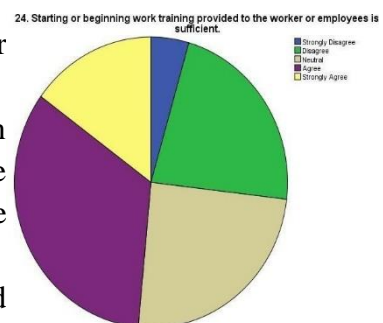
17.9% of the respondents strongly agree with the statement as they are satisfied and 46.3% of the respondents agreed with the statement as organization give attention to the health of the worker and provide safety and security to them. 27.6% of the respondents choose neutral option whereas 7.5% disagree and 0.7% strongly disagree which indicates that the organization doesn't provide safety and security to the employees.



Starting or beginning work training provided to the worker or employees is sufficient.

The given pie chart shows the opinion of the employee on training provided to them. It shows the responses on the statement, —Starting or beginning work training provided to the worker or employees is sufficient.

14.9% of the respondent strongly agree with the statement and 33.6% of the respondent agree with the statement which indicate that the training provided at the beginning or starting is sufficient for the employees to run smoothly and to work effectively. 24.6% of the respondent choose neutral option where they think that it is sufficient to work but to obtain better result more trainings must be provided. 22.4% of the respondent disagree with the statement and 4.5% strongly disagree with the statement which represent that the training provided at the initial phase isn't enough so, time and again trainings must be provided which will help the employee to grow and develop and to retain employee as well as to produce quality products.



Conclusion

Based on the findings from the comprehensive survey exploring management practices in the hospitality industry, several key conclusions can be drawn. The gender distribution among respondents indicated a significant predominance of male employees, reflecting the existing gender dynamics within the hospitality sector. Regarding management practices, a considerable majority of respondents agreed that a new management style prioritizing quality is essential across all departments, suggesting a strong consensus on the importance of quality in hospitality management. Additionally, communication from senior executives about the company's policies and values was viewed positively, indicating that executives effectively communicate essential information to various stakeholders. The survey results also highlighted that a significant portion of employees felt that top-level management assumes responsibility for quality performance, which is crucial for maintaining high standards within the organization. Furthermore, many respondents recognized the importance of leadership skills in hotel management, with a strong agreement that effective leadership is vital for achieving departmental targets. Self-improvement among managers was another key aspect, with many agreeing that managers should continually work on their professional development. Additionally, there was a favorable view on the sharing of information and experiences by managers, with many agreeing that such practices enhance workplace collaboration and employee satisfaction. The survey results indicated a strong emphasis on quality-focused strategies within hotels, as many respondents agreed that their organizations prioritize quality over quantity. Employee satisfaction regarding their understanding of job objectives and the supportive environment provided by the organization was also high, with many expressing agreement on these aspects. Furthermore, the commitment to continuous inspection and quality training was evident, with many agreeing that quality-related training is provided to all levels of staff, while many recognized the ongoing implementation of quality control measures. The significance of teamwork in fostering a productive work environment was also supported, with most respondents acknowledging its usefulness and the management's encouragement of collaborative efforts. In terms of work standards, many employees agreed that their organizations strive for a balance between quality and quantity. Recognition systems for quality efforts and achievements were viewed positively, with many indicating that such systems are in place. Finally, a substantial number of respondents agreed that their organizations compare customer satisfaction with competitors, reflecting a proactive approach to maintaining competitive advantage.

References

- Alt, R. (2021). Digital transformation in the restaurant industry: Current developments and implications. *Journal of Smart Tourism, 1*(1).
- Anvari, A., Ismail, Y., & Hojjati, S. M. (2011). A Study on Total Quality Management and Lean Manufacturing: Through Lean Thinking Approach. *World Applied Sciences Journal, 12*(9), 1585-1596.
- Biswakarma, G., Gnawali, A., & Khatri, B. (2020). Antecedent of service innovation effectiveness in small and medium enterprises: a case of hospitality sector in Nepal.

- International Journal of Operational Research/Nepal*, 9(1).
- Devkota, N., Paudel, U. R., & Bhandari, U. (2021). Conveying Impetus for Fostering Tourism and Hospitality Entrepreneurship in Touristic Destination: Lessons Learnt from Pokhara, Nepal. *The Gaze Journal of Tourism and Hospitality*, 12(1), 88-111. doi:10.3126/gaze.v12i1.35679
- Dhaubhadel, S., & Modi, D. K. (2022). Management Practice of Women in Entrepreneurship Activities of Micro Enterprise Running in Parbat District, Nepal. *Nepal Journal of Multidisciplinary Research*, 5(2), 20–31. Retrieved from <https://doi.org/10.3126/njmr.v5i2.46076>
- Ghimire, R. P. (2008). Hospitality Industry at the Cutting Edge of Globalization With Special Reference to the Hotel Industry in Nepal. *The Gaze Journal of Tourism and Hospitality*, 1(1), 55-67.
- Giannoukou, I. (2024). Revolutionizing Hospitality: Strategic Integration of Innovation Management Embracing Technological Innovation for Enhanced Customer Experiences. *Technium Business and Management*, 7, 24-39. doi: 10.47577/business.v7i.10585
- Kafle, D. R. (2022). Rural Tourism in Nepal: Opportunity and Challenges. *HISAN Journal*, 8(1), 14-23.
- Karki, T. B., D’Mello, L., Poudel, G., Ghimire, M., Neupane, D., Shrestha, S. K., & Mahat, D. (2024). Exploring the Influence of Family Dynamics on Death Attitude among Elderly People: A Comparative Study of Chitwan and Jhapa District, Nepal. *International Journal of Applied and Scientific Research*, 2(8), 703-716.
- Liu, X., Wu, L.-Z., Ye, Y., & Kwan, H. K. (2024). Are humorous frontline employees hotels’ secret weapons? Investigating when and why employee sense of humor promotes service performance. *International Journal of Hospitality Management*, 118. Retrieved from <https://doi.org/10.1016/j.ijhm.2023.103667>
- Mahat, D. (2023). Technology Adoption and Teaching performance: “A Moderating Role for Age”. *International Journal of Contemporary Sciences*, 1(1), 45-58.
- Mahat, D., Neupane, D., & Shrestha, S. (2024). Quantitative Research Design and Sample Trends: A Systematic Examination of Emerging Paradigms and Best Practices. *Cognizance Journal of Multidisciplinary Studie*, 4(2), 20-27.
- Parajuli, S. K., Mahat, D., & Kandel, D. R. (2023). Strategic Human Resources Management: Study the Alignment of HR Practices with Overall Business Strategy and Its Impact on Organizational Performance. *International Journal for Multidisciplinary Research*, 5.
- Rai, B., & Dahal, R. K. (2024). Social Media Marketing Initiatives and Brand Loyalty. *Nepal Journal of Multidisciplinary Research*, 7(1), 22–39. Retrieved from <https://doi.org/10.3126/njmr.v7i1.65241>
- Shrestha, S. K., Karki, T. B., Mahat, D., & Neupane, D. (2024). Analyzing the impact of Social Interaction on Stock Market Participation: A Qualitative Study Using NVivo. *Nepal Journal of Multidisciplinary Research*, 7(2), 57-69.
- Silwal, A., Garcia, G. N., & Silwal, A. (2022). The Prospects of Domestic Tourism in Post-Covid Nepal: Connecting the Missing Dots. *Shanti Journal*, 1, 81-101.