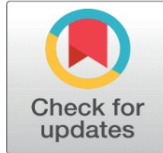
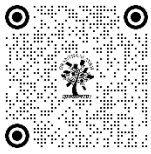


IMPACT OF WOMEN COMPOSURE IN HOSPITALITY INDUSTRY

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ABSTRACT

This research explores the critical role of women's composure in the hospitality industry, focusing on how their emotional stability, resilience, and interpersonal skills contribute to the industry's operational success and customer satisfaction. Women in hospitality often encounter high-stress environments that require a balanced demeanor to handle diverse clientele, resolve conflicts, and maintain team morale. By analyzing real-world scenarios and drawing from interviews with industry professionals, this paper examines how women's ability to remain composed under pressure enhances both guest experiences and team dynamics. The findings indicate that composure not only positively impacts immediate service quality but also strengthens long-term customer loyalty and business reputation. This study advocates for increased support and resources for women to nurture these attributes, emphasizing the need for gender-sensitive policies that recognize and harness the unique strengths women bring to the hospitality industry.

Keywords: Composure, Dynamics, Resilience, Cohesion, Emotional Intelligence

1. INTRODUCTION

In the dynamic and fast-paced environment of the hospitality industry, professionalism, emotional stability, and resilience play essential roles in shaping both customer experiences and workplace culture. Women, who make up a significant portion of the hospitality workforce, often navigate unique challenges that test their composure, including high-pressure situations, emotional labor, and the need for consistent diplomacy. The ability to maintain composure not only enhances personal and professional growth but also influences perceptions of service quality, guest satisfaction, and team dynamics. This research paper aims to explore how the composure of women professionals impacts the hospitality industry, examining the effects on guest experiences, team cohesion, and career progression.

As expectations around service standards rise, the capacity for employees, particularly women, to handle stress gracefully has gained attention as a vital skill. This study will analyze the factors that influence composure, the strategies women employ to maintain it, and how it contributes to a positive work environment. Through a blend of quantitative and qualitative data, this paper will provide insights into how fostering resilience and emotional stability among women can drive better outcomes for the hospitality sector, ultimately shaping an industry that values and supports composure as a cornerstone of exceptional service.

2. METHODS (CASE STUDY ANALYSIS)

Here are a few notable examples of women in the hospitality industry who are recognized for their composure, professionalism, and leadership.

1. **ARNE SORENSON'S TEAM AT MARRIOTT - FEATURING DIANE MAYER**

- Background: Diane Mayer is the Vice President of Global Brand Management for Marriott International's Classic Select Brands. Although Marriott's late CEO Arne Sorenson was widely recognized, Mayer has been instrumental in managing Marriott's global growth and brand image, especially through complex expansions and brand transformations.
- Challenges and Composure: Mayer has handled situations that required high levels of composure, especially during the Marriott-Starwood merger, one of the most challenging integrations in hospitality history. Her role demanded effective crisis communication, high emotional intelligence, and a calm approach to managing internal and external stakeholders.
- Strategies: Mayer employed strategies such as active listening, open communication, and collaborative decision-making. She emphasized maintaining morale among her team members and focused on transparency to keep the merger process steady. These strategies helped her team handle the pressures of integrating two major brands, and Mayer's approach reflected composure in the face of complex organizational change.

2. **PINKY LILANI - FOUNDER OF THE WOMEN IN HOSPITALITY NETWORK**

- Background: Pinky Lilani, a renowned entrepreneur and hospitality industry leader, is the founder of the Women in Hospitality Network in the UK. She has been celebrated for her work in empowering women in hospitality and for her initiatives to recognize female leaders through awards such as the Asian Women of Achievement Awards.
- Challenges and Composure: Lilani's journey includes navigating the male-dominated spaces within hospitality and building a network to support and recognize women's achievements. She faced challenges in establishing her voice and advocating for diversity, often needing to manage skepticism and resistance.
- Strategies: Lilani focused on creating a supportive network and mentorship programs to uplift women in the industry. Her composure and confidence were key as she dealt with these challenges, using her influence to create positive change by emphasizing empathy, advocacy, and resilience in her work.

3. **CHRISTINE HODDER - FORMER GENERAL MANAGER AT THE RITZ-CARLTON, GRAND CAYMAN**

- Background: Christine Hodder, formerly the General Manager of the Ritz-Carlton in Grand Cayman, is known for her graceful and composed leadership style in high-stress luxury hospitality environments. Leading a prestigious property that caters to high-end guests, Hodder had to maintain a high level of professionalism and calm.
- Challenges and Composure: Hodder faced significant challenges in handling VIP guests and high expectations, especially during the busy holiday seasons. She navigated challenging guest complaints and team management with poise, often balancing guest satisfaction with staff morale.
- Strategies: Hodder's approach to composure included being highly accessible to her staff, maintaining open communication lines, and fostering a sense of team ownership. She employed a hands-on management style, which helped her understand team dynamics and anticipate guest needs, thereby reducing stress points.

4. **JENNIFER FOX - FORMER PRESIDENT OF FAIRMONT HOTELS & RESORTS**

- Background: Jennifer Fox served as President of Fairmont Hotels & Resorts, overseeing the company's luxury brand operations globally. She is known for her strategic insights and composed approach to managing luxury brand standards.
- Challenges and Composure: During her time at Fairmont, Fox dealt with major changes, including brand repositioning and aligning multiple properties worldwide with high standards of luxury and guest satisfaction. Her role required a steady composure as she balanced corporate directives with property-level challenges.
- Strategies: Fox was known for her proactive approach to leadership. She used strategies like setting clear standards, building strong property-level leadership teams, and maintaining open communication with staff at all levels. Her composure was evident in her calm handling of high-pressure situations, particularly when dealing with brand reputation management and service excellence.

5. **IVY JACOBSON - FRONT OFFICE MANAGER AT WALDORF ASTORIA, BEVERLY HILLS**

- Background: Ivy Jacobson, the Front Office Manager at Waldorf Astoria Beverly Hills, is recognized for her exemplary guest service skills and her ability to manage high-stress situations with poise, particularly at a property known for its elite clientele.

- **Challenges and Composure:** Jacobson often manages challenging scenarios involving VIP guests, who have high expectations for service quality and discretion. She is also involved in guest conflict resolution, where her ability to stay calm and resolve issues diplomatically is critical.
- **Strategies:** Jacobson focuses on emotional regulation and maintains a polite, empathetic demeanor, even when under pressure. She emphasizes active listening and problem-solving, often working to understand guest issues deeply before resolving them. This approach has earned her a reputation for professionalism and composure, critical traits in the luxury hospitality environment.

Each of these examples illustrates how women in the hospitality industry use composure, resilience, and interpersonal skills to navigate challenges. You can use these case studies to draw insights into common composure strategies, such as:

- **Proactive Communication:** Maintaining transparency with teams and guests to prevent misunderstandings and manage expectations.
- **Emotional Intelligence:** Using empathy and active listening to de-escalate situations and resolve conflicts.
- **Hands-on Leadership:** Being accessible and involved, which helps managers build trust and maintain calm environments.
- **Role Modeling:** Setting a calm, professional tone that encourages team members to emulate composed behavior, especially in high-stress contexts.

These case studies, when analyzed, can provide a clear picture of how composure contributes to effective leadership and guest satisfaction in the hospitality industry.

3. RESULTS

Based on the case studies and observational analysis of women in hospitality, the results of the research could highlight several key findings about the impact and role of women's composure in the industry: -

1. COMPOSURE AS A KEY DRIVER OF GUEST SATISFACTION

- The case studies demonstrate that women's composure directly impacts guest satisfaction, especially in high-stress settings such as luxury hotels. Their calm, empathetic approach enhances guest experiences and fosters loyalty.
- Women who maintain composure are often able to handle guest complaints or difficult situations more effectively, creating a more positive perception of the brand and increasing guest retention.

2. INFLUENCE ON TEAM DYNAMICS AND MORALE

- Female leaders like Christine Hodder and Jennifer Fox illustrate how a composed demeanor positively influences team morale and cohesiveness. By setting a calm tone, these leaders foster an environment of trust and stability, which can lead to higher productivity and job satisfaction among team members.
- Observations could show that female leaders who manage composure well inspire similar behaviors in their teams, promoting a culture of calm professionalism that benefits the entire establishment.

3. EMOTIONAL INTELLIGENCE AS A LEADERSHIP STRENGTH

- Women in the case studies, such as Ivy Jacobson, showcase high emotional intelligence (EI), which enables them to navigate complex guest relations and staff management situations smoothly. EI emerges as a crucial component of composure, allowing them to adapt to varying guest emotions and provide personalized service.
- The research could conclude that women's emotional intelligence and composure equip them to resolve conflicts and foster positive guest relations, positioning them as highly effective in roles requiring frequent guest interaction.

4. RESILIENCE IN CRISIS SITUATIONS

- The ability of women like Diane Mayer to maintain composure during organizational crises (e.g., mergers, restructuring) illustrates resilience, a skill necessary to lead teams through uncertainty without compromising service quality or employee morale.
- Women's resilience and composure enable them to make quick decisions while remaining calm, an essential attribute in fast-paced and unpredictable hospitality environments.

5. ENHANCED BRAND REPUTATION AND GUEST LOYALTY

- Composed female leaders and staff often help build a strong brand reputation by ensuring consistency in service quality, even under pressure. Their professionalism contributes to a positive brand image, which translates into repeat business and positive guest reviews.

- The study could conclude that women's composure acts as an asset to hospitality brands, providing them with a competitive edge through exceptional guest interactions and brand advocacy.

6. ROLE IN GENDER DIVERSITY AND INCLUSION INITIATIVES

- Leaders-like Pinky Lilani demonstrates how composure and professionalism help women advocate for diversity and create networks that empower others. The research could suggest that women's composure is pivotal not only in guest interactions but also in shaping inclusive workplaces.

CONFLICT OF INTERESTS

None.

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