

Assignment 2: Quality Management Systems in Hospitality Operations

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1. Abstract

Hospitality industry is an extremely competitive and service-based sector, in which organisational performance is largely pegged on the capability to achieve regularity of service efficiency. The operations of hospitality are complex as they involve service provision, workforce management, technology integration, and sustainability; all of them directly affect consumer experience and operational performance (Aksoy et al., 2022; Mariani and Borghi, 2023). The non-physical and people-focused aspect of hospitality services makes it a major managerial challenge to ensure uniformity of standards observed in all levels of encounter in the service provisions. This assignment takes a critical look at how quality management systems are applied in hospitality operations and specifically the aspects of consistency of services, operational effectiveness, customer satisfaction, and quality that is controlled using technology (Khan, 2023). The study will use the secondary qualitative research based on peer-reviewed scholarly sources and industry reports to investigate the role of quality-focused operational practices in promoting the continuum of operation and sustained competitiveness within dynamic hospitality settings (Vatankhah et al., 2023; Dogru et al., 2023).

2. Introduction

2.1 Overview of the Hospitality Industry

Hotels, restaurants, tourism and leisure services are all a part of hospitality industry and plays a major role in the economic growth of the world. High customer contact, service personalisation, and the intensity of competition are the features of the sector that impose heavy pressure on the quality of operations and their reliability (Aksoy et al., 2022). Hospitality services are produced and consumed at the same time unlike in manufacturing environments, and therefore service quality largely depends on the performance of a worker and a level of coordination between operations (Zhou et al., 2021). The existing globalisation, digitalisation and changing customer expectations have compelled the complexity of controlling the quality of service in the distribution of hospitality operations (Chen, 2023). The organisations should thus constantly be able to modify its operations in response to fluctuating demand dynamics, labour limitations, and technological trends so that they can sustain similar levels in service delivery results (Hsu and Tseng, 2022; Chua et al., 2023).

2.2 Importance of Operations Management in Hospitality

The quality management systems are important in the hospitality industry as they are expected to offer a uniform system in maintaining quality of services as well as ensuring uniformity at the customer touchpoints. QMS aids in aligning the operation process, behaviour of employees

and outcomes of service within organisational quality goals. Proper quality control systems are used in hospitality settings, where customer satisfaction can decrease instantly when it fails to deliver services, to decrease variation and inefficiency (Mehrotra et al., 2024). Hospitality organisations can increase operational excellence, increase their resilience to market uncertainty, and maintain competitive advantage by integrating quality principles into their daily operations (Dogru et al., 2023; Seraj et al., 2025). Additionally, with the rise of digital and AI-powered systems, quality management systems will make sure that technological innovations are implemented in a manner that improves and does not diminish the quality of the service (Dwivedi et al., 2023).

2.3 Role of Operations in Service Quality, Cost Control, and Customer Satisfaction

Operations management is a critical issue that has direct effect on quality of services, costs, and customer satisfaction in hospitality organisations. The ability to guarantee consistency and efficiency of the operational processes defines the reliability of the service experiences and the customer experience, in general (Chua et al., 2023). Cost control supported by quality management systems includes process standardisation, scheduling of workforce and optimisation of inventory which are critical in low-margin hospitality setting (Aksoy et al., 2022; Mehrotra et al., 2024). Besides this, technology-enabled quality management implementation, including automation and predictive analytics minimize errors in services provided as well as responsiveness to customer needs (Limna and Kraiwanit, 2023). Customer satisfaction thus shows not only the effectiveness of the marketing process, but also the hidden firmness of quality-based operating systems (Mariani and Borghi, 2023).

2.4 Scope and Objectives of the Assignment

This assignment is limited to reviewing how quality management systems can be used to optimize service delivery and operational performance in the hospitality sector. The targeted analysis is the operational effectiveness, integration of technology, sustainability practices and service quality management in hospitality organisations (Khatter, 2025). The main aim is to evaluate the contribution of a quality-focused operations management to the organisational performance and competitive advantage (Kim et al., 2024). Another goal is to highlight the critical issues in operations and explore the role of the emergent technologies in facilitating the perpetual quality enhancement within hospitality environments (Alharbi et al., 2025).

2.5 Structure of the *Report*

The key issue observed in this report is that it is organized in such a manner that the analysis of the quality management systems within the hospitality operations is done in a logical and coherent manner. The literature review preceding the introduction will discuss theoretical views on quality management as well and service operations operation. The secondary qualitative research design that will be used by the study is outlined in the methodology section. The findings section introduces the main quality-based operations in the hospitality organisations, and then a discussion is provided which relates the findings critically to the existing literature. The report will close with the summary of the main points and managerial implications as well as recommendations on further research in the hospitality quality management. On the whole, the paper demonstrates that structured quality systems are the key elements of sustainable hospitality service excellence in the world.

3. Literature Review

3.1 Concept of Operation Management in Hospitality

Operations management within the hospitality industry can be described as a rational coordination of resources, processes, and activities of service provision with the goal of delivering services efficiently and being effective within an organization (Aksoy et al., 2022). The operations management scope of hospitality industry is broadened past traditional concepts of manufacturing by focusing on simultaneity of services and customer engagement, as well as experiential results (Mariani and Borghi, 2023). Hospitality work also implies the management of tangible assets like facilities and technology and intangible ones like the quality of services and perceptions of customers (Khan, 2023). Hospitality services are not only manufactured and consumed but are produced at the same time, which makes the operations of the business more difficult and risky (Zhou et al., 2021). Hospitality operations are service based, meaning they demand constant integration of the front line workers and the support mechanism to ensure service consistency (Chua et al., 2023).

Strategic planning, service designing, capacity management, and sustainability integration between organizational operations are also within the scope of hospitality operations management (Khatter, 2025). Operations management is an intermediary reality that helps to convert strategic intent into service execution by transforming organizational goals into everyday operation practices (Seraj et al., 2025). The reliance of the hospitality industry on human capital only broadens the operations management scope to encompass the human workforce engagement and services behavior management (Hsu and Tseng, 2022). Good hospitality operations thus should be able to match the service operation on the expectation of

the customers, and the regulation and environmental accountability (Mehrotra et al., 2024). Due to increased competition in the world, operations management is becoming a source of differentiation and not just an operational support (Aksoy et al., 2022).

The product of hospitality operations has specific features making it different among other service-based industries because of high levels of customer engagement and personalization of services (Zhou et al., 2021). The differences in the customer demand and expectations create an uncertainty in the operations that should be controlled through designing flexible processes (Khan, 2023). The specialization of services related to hospitality like unsold hotel rooms or seats in restaurants also highlights the importance of operational planning precision due to the perishability of these services (Aksoy et al., 2022). Also, employee performance largely determines the quality of service in hospitality, so the coordination of the workforce is a core area of operations (Hsu and Tseng, 2022). These peculiarities require an active and flexible attitude towards the operations management in the hospitality settings (Mariani and Borghi, 2023).

3.2 Key Operational Components in Hospitality

Service delivery processes are another key element of operation within hospitality management as they have a direct impact on customer satisfaction and experience (Chua et al., 2023). They consist of service design, service encounter sequencing and interaction management between the staff and the clients (Mariani and Borghi, 2023). Standardization where practicable combined with the flexibility to meet the needs of the individual customers is essential to service delivery (Aksoy et al., 2022). Hospitality organizations may experience delays in service provision, dissatisfaction, and reputation damage due to process inefficiencies (Zhou et al., 2021). The work of operations management is therefore devoted to the maximization of service processes so that there should be reliability, responsiveness, and consistency (Khan, 2023).

Another essential component of operation is the workforce management because hospitality services are labor intensive (Hsu and Tseng, 2022). Front-line employees play a critical role in hospitality organizations by determining the quality of the services offered and the perception of the brand (Chua et al., 2023). Workforce scheduling, training, and motivation are vital processes of operation that focus on the alignment of the requirements of services to the availability of labor (Aksoy et al., 2022). The interaction between the employees and the customers needs constant improvement of the skills to maintain the level of professionalism of the services and control the emotional labor (Zhou et al., 2021). Upon proper management of

work forces, operational efficiency and service error and disruption caused by turnover is improved (Seraj et al., 2025).

Supply chain management and logistics management are becoming more strategic in the hospitality business through adequate supply of food, amenities, and service inputs when required (Mehrotra et al., 2024). Hospitality supply chains deal with the coordination with various suppliers based on strict quality and timeline specifications (Khatter, 2025). The weakness of procurement or inventory may lead to operational costs and interruption of service (Aksoy et al., 2022). Waste minimization and sustainable sourcing also turned into the inseparable parts of the supply chain in the hospitality industry (Chua et al., 2023). Operations management thus combines the logistics planning and sustainability goals in order to boost the operational resilience in the long term (Mehrotra et al., 2024).

Capacity and demand management is also a crucial operation area because of the fluctuations of demand of hospitality services (Aksoy et al., 2022). To prevent loss in revenue form, the hotels and restaurants have to adjust the existing demand trends and capacity limits which vary (Mariani and Borghi, 2023). It utilizes forecasting methods in order to predict customer demand using historical data and market trends (Vatankhah et al., 2023). The weak capacity management may result in either over staffing, understaffing or congested services during peak times (Zhou et al., 2021). Through good operations management, capacity planning is in line with the objectives of service quality and profitability (Khan, 2023).

3.3 Operational Challenges in Hospitality

Demand variability is an important operational factor in hospitality sectors since it is seasonal, economical, and uncertain consumer behaviors cannot be predicted (Aksoy et al., 2022). Hychical changes in the demand make the scheduling of the workforce, inventory, and service capacity usage complex (Mariani and Borghi, 2023). The hospitality organizations need to change their operation strategies to withstand peak as well as off-peak demand and supply cycles (Vatankhah et al., 2023). A lack of predicting the variability of the demand may lead to the delays in services or resource wastage (Zhou et al., 2021). In turn, demand forecasting and responsive planning are the field of focus of operations management to reduce the risks associated with variability (Khan, 2023). One of the thorns in the flesh is high labor turnover because of the severe work environment and the lack of career advancement opportunities (Hsu and Tseng, 2022). The turnover among employees breaks the continuity of services and raises the recruitment and training expenses of hospitality enterprises (Aksoy et al., 2022). The loss of long-time staff hurts the quality of services and the retention of knowledge about the operations (Chua et al., 2023). Since the workforce is unstable too, it stresses the rest of the

staff, making it more likely to burn out and more prone to variability in quality services (Zhou et al., 2021). Good operations management will deal with labour turnover by ensuring organised training, involvement activities and performance management systems (Seraj et al., 2025). Cost pressures are among the operational stakeholders that are critical because hospitality organizations have low profit margins (Mehrotra et al., 2024). The growing financial pressure on hospitality is caused by the inflation of labor costs, energy costs, and the prices of supplies (Aksoy et al., 2022). The lack of efficient operations processes also adds to the pressure of costs by expanding the amount of waste and allocation of resources (Khatter, 2025). Operations management is connected with cost control involving optimization of processes and efficient use of resources without affecting the quality of services (Mariani and Borghi, 2023). Long-term cost cutting through minimizing waste, as well as better resource utilization, are also a part of sustainable practices of operational operations (Mehrotra et al., 2024). Service consistency can be viewed as a persistent problem because of the fluctuation in the performance of employees and customer expectations (Zhou et al., 2021). Subpar service delivery erodes the brand credibility and customer loyalty in hospitality organizations (Chua et al., 2023). Operation management aims at standardization of service processes but in a way that maintains personalized service aspects (Aksoy et al., 2022). Monitoring systems are being implemented on a research basis with the aid of technology to keep service performance and quality standards in view (Seraj et al., 2025). Constant control over operations and interpersonal alignment of employees are thus necessary to keep service delivery consistent (Hsu and Tseng, 2022).

3.4 Role of Technology in Hospitality Operations

Technology has a critically transformative role in hospitality operations through improvement of efficiency, accuracy and decision making (Dwivedi et al., 2023). Inventory and property manager systems help with tracking of the availability of resources and services in real-time (Limna, 2023). These systems minimize the number of manual errors and enhance the coordination in the various operational departments (Mariani and Borghi, 2023). The integration of technology allows hospitality organizations to concentrate on distribution of resources in the best way possible and reducing wastes in operations (Khatter, 2025). The digital system is gaining momentum in the operations management of the complex service environment (Kim et al., 2024).

Forecast and scheduling applications help in the operational planning by estimating demand and matching the availability of workforce accordingly (Vatankhah et al., 2023). In dynamic hospitality markets, advanced analytics and artificial intelligence can be used to make more

accurate demand predictions (Knani et al., 2022). Proper scheduling ensures less waste of labor and increases responsiveness to the services in the peak times (Aksoy et al., 2022). Forecasting with the help of technology is also useful in terms of revenue optimization, and capacity utilization (Mariani and Borghi, 2023). Data-driven planning tools are therefore beneficial to operations management (Kim et al., 2024).

The process of digital transformation and automation is remaking the operations within the hospitality sector to minimize repetitive duties and improve the speed of service (Dogru et al., 2023). AI systems enhance communication with the customer via chatbots and personalized service suggestions (Alharbi et al., 2025). Automation also facilitates operational resilience, where service continuity is ensured due to labour deficit (Limna and Kraiwanit, 2023). Nevertheless, the uptake of technology presents its own issues associated with the ability of the employees and the ethical matter (Ali, 2023). Successful operations management mediates a balance in technological innovation and services that are human-oriented to be delivered (Seraj et al., 2025).

4. Methodology

4.1 Research Design: Secondary Qualitative Research

To explore the research subject of the operations management practice of the hospitality industry, the present study is based on a secondary qualitative research design because previous academic and industry-specific facts are utilized (Khan, 2023). The secondary qualitative research allows the unification of theoretical insights and the results of empirical research without conducting physical research with the family of participants (Vatankhah et al., 2023). The qualitative paradigm is appropriate in the investigation of hidden processes of operations like quality of service, integration of technologies, and efficiency in the hospitality industry (Mariani and Borghi, 2023). This type of research design assists in critical interpretation of the pattern, relationship, and theme formed by previous studies (Knani et al., 2022). The study will be based on existing academic information which guarantees analytical thoroughness and conceptual soundness (Aksoy et al., 2022).

4.2 Data Sources

The sources of the data to be used in this research were peer-reviewed academic journals, scholarly books, and trustworthy industry reports related to the hospitality operations management (Dwivedi et al., 2023). Theoretical background and targeted insights into the

operational performance, service quality, and uptake of the technology at the level of hospitality organizations were found in academic journals (Kim et al., 2024). Books provided intellectual coherence on operation management structures and service systems structure on hospitality settings (Khan, 2023). Reporting of industries provided realistic insights into the new trends, digitalization, and sustainability programs in hospitality activities (Seraj et al., 2025). The research findings were strengthened and made more credible when various secondary sources were used (Vatankhah et al., 2023).

4.3 Justification for Secondary Data Use

The choice of secondary data was based on the availability, reliability, and applicability to the research of the operations in the hospitality industry (Knani et al., 2022). The available literature gives sufficient monitoring of the operational issues and best practices in various hospitality settings and geographical locations (Aksoy et al., 2022). The comparison of various opinions and longitudinal data that are not easily accessible in a primary research due to time constraints are available in secondary research (Khan, 2023). It is also cost-efficient and methodologically viable in that secondary data ensures a high level of academic rigor (Vatankhah et al., 2023). Moreover, secondary sources allow incorporating the recent state-of-art theoretical advances like artificial intelligence and sustainability in the hotel business (Dwivedi et al., 2023).

4.4 Data Analysis Approach

Thematic analysis was used to analyze the data, concerning the detection of the familiar concepts in connection with operations efficiency, service quality, and the use of technologies and customer satisfaction (Mariani and Borghi, 2023). Thematic classification allowed a comparative study of the results of several studies and across industries (Knani et al., 2022). The patterns were explained according to the existing operations management theories and hospitality-specific frameworks (Khan, 2023). This strategy enabled critical analysis of operational tactics and the results of hospitality organizations (Aksoy et al., 2022). The qualitative synthesis led to the coherent quality of theoretical and practical knowledge integration (Vatankhah et al., 2023).

4.5 Ethical Considerations

The issue of ethics was considered by making sure that all the secondary sources utilized in the study were cited and acknowledged correctly (Ali, 2023). Data fabrication, misrepresentation,

and plagiarism were not practiced in the research because it complied with the principles of academic integrity (Zhou et al., 2021). Since the research was based on published materials only, there were no human participants, which nullified the issues of consent and confidentiality (Khan, 2023). The presence of ethical responsibility was guaranteed by unbiased and objective interpretation of findings and non-selective reporting (Vatankhah et al., 2023). Adherence to ethical research principles elevates the willingness and integrity of the research results (Seraj et al., 2025).

5. Findings

5.1 Operational Practices in Hospitality Organizations

Organizational strategy operational practices are gaining relevance among hospitality organizations to improve service delivery and organizational performance (Aksoy et al., 2022). There are popular standardized service processes that assure elements of uniformity between customer engagements and service meetings (Chua et al., 2023). The workforce scheduling systems facilitate matching the labour supply and the variation in service demand (Hsu and Tseng, 2022). Strategic sourcing and inventory management practices have enabled the creation of supply chain coordination (Mehrotra et al., 2024). All these practices in the sphere of operations create a better efficiency level and minimized service disruptions (Mariani and Borghi, 2023).

The results of efficiency can be seen in the case of streamlined service processes and resource optimization (Aksoy et al., 2022). Hospitality organizations declare the growth of productivity because there is greater coordination of front office and back-office activities (Mariani and Borghi, 2023). Optimization of the processes helps to minimize idle times and decrease service point congestion during the times of peak demand (Vatankhah et al., 2023). Workforce management leads to better performance of the employees and responsiveness of their services (Hsu and Tseng, 2022). These efficiency reductions directly benefit the organizational profitability and competitiveness (Khan, 2023).

The increase of productivity also comes with better role assignments and performance control systems (Seraj et al., 2025). Training programs improve the ability and stability of employees (Hsu and Tseng, 2022). Operational planning increases both coordination and redundancy reduction between departments (Aksoy et al., 2022). The hospitality companies are starting to evaluate the performance of their operations through data driven metrics (Vatankhah et al.,

2023). The practices enhance control and responsibility in an organization (Mariani and Borghi, 2023).

5.2 Impact of Operations on Customer Satisfaction

Operations management has a strong impact on customer satisfaction as it determines the quality of services and the consistency of the experience (Chua et al., 2023). An efficient process of service reduces the waiting time and enhances customer credibility (Aksoy et al., 2022). Regular service provision promotes trust and loyalty to the brand by hospitality customers (Zhou et al., 2021). The quality control driven by operations allow the maintenance of standards of services in a variety of various encounters in the services (Mariani and Borghi, 2023). Customer satisfaction hence indicates the competence of operational systems in the backroom (Khan, 2023). The speed of services is a significant factor influencing customer satisfaction in a hospitality context (Aksoy et al., 2022). This is because efficient operations workflows can increase service delivery at a faster rate without compromising quality (Chua et al., 2023). The consistency of the schedules and allocation of resources helps to minimize the delays of the services at the peak time (Vatankhah et al., 2023). Consistency of operations leads to a minimization of service variability and an increase in customer confidence (Zhou et al., 2021). All these are aimed at enhancing customer experience and returning (Mariani and Borghi, 2023). Recovery of situations after a service is also supported by operational reliability (Seraj et al., 2025). The Standard operating procedures provide consistency in service delivery at various service points (Aksoy et al., 2022). High-quality operation management reduces service failures and operational mistakes (Khan, 2023). Enhanced reliability increases how customers regard the professionalism and competence (Chua et al., 2023). Operational discipline and quality of the execution is closely related to customer satisfaction (Zhou et al., 2021).

5.3 Role of Technology and Systems

Technology is one of the key issues in the automation and integration of data in improving the operations in the hospitality sector (Dwivedi et al., 2023). Inventory systems and property management allow tracking resources and the presence of services in real-time (Limna, 2023). Such systems enhance coordination and minimize the possible manual processing mistakes (Mariani and Borghi, 2023). The use of technology facilitates transparency of operations and

accuracy in decision-making (Kim et al., 2024). Digital systems thus serve as the facilitators of operational excellence (Knani et al., 2022). Forecasting and scheduling tools help in creating operational improvements that match the capacity and demand (Vatankhah et al., 2023). AI improves the quality of demand forecasting and individual staffing (Dogru et al., 2023). Better forecast minimizes the risks of overstaffing and underutilization (Aksoy et al., 2022). These are better productivity and responsiveness to service (Mariani and Borghi, 2023). The operations management are technologically driven and help in strategic agility within hospitality organizations (Seraj et al., 2025). Technology plays a role in reduction of costs as well, as it allows optimization of utilization and waste reduction (Mehrotra et al., 2024). Automation minimizes labor-sensitive activities and inefficiencies of operation (Limna and Kraiwanit, 2023). Technological practices that are environmentally friendly reduce the amount of energy and operational costs (Khatter, 2025). The savings of costs provide an opportunity to reinvest in better service quality and the improvement of customer experience (Aksoy et al., 2022). Technology, therefore, facilitates financial performance as well as service excellence (Kim et al., 2024).

6. Discussion

6.1 Interpretation of Findings in Relation to Literature

The results of the current research are consistent with the existing sources, which identify operations management as a strategic force of efficiency and service quality in hospitality organizations (Aksoy et al., 2022). The previous findings point out that operational systems are structured to improve the coordination among service processes, deployment of workforce, and use of resources and this is observed in the operational practices (Mariani and Borghi, 2023). Its results support theoretical discussions that high customer involvement requires the hospitality operations to strike the balance between the efficiency and personalization of the provided services (Khan, 2023). Literature sources also note that demand variability and service perishability should be overcome in the operations with the help of adaptive operations management which was reflected in the identified operational strategies (Zhou et al., 2021). All in all, the results support the theoretical views that have been in existence but show their applicability to modern scenarios of hospitality (Chua et al., 2023).

6.2 Comparison Between Theory and Real-World Practices

The theory of operations management focuses on standardized operations and preference planning as the underlying source of service reliability, which is presented in the practice of modern hospitality, including workforce scheduling and service standardization (Aksoy et al., 2022). Nevertheless, although in theory rooms may have constant conditions on their operations, in the reality of the hospitality industry, this aspect is subject to continuous disturbances due to the inconsistency of demand and shortages of employees (Hsu and Tseng, 2022). The results suggest flexible schedules and the use of forecasting systems based on the implementation of new technologies by hospitality organizations to adapt theoretical principles (Vatankhah et al., 2023). Theory also indicates that technology is an efficiency enabler, which is backed by the real adoption of digital systems and automation in the operations of the hospitality industry (Dwivedi et al., 2023). This comparison draws our attention to the fact that the application of theory in hospitality organizations does not occur as the theory is strictly followed but through context-related modifications (Khan, 2023).

6.3 Operational Strengths in Hospitality Organizations

The increasing use of technology to improve service coordination and decisions have been found as a major strength of operations (Kim et al., 2024). Digital systems enhance real-time performance of operational performance and availability of resource (Limna, 2023). Effective service process design can assist hospitality organizations in achieving uniform service performances in more than one customer touchpoint (Chua et al., 2023). Professional training programs enhance reliability of the workforce and competence in service (Hsu and Tseng, 2022). All of these strengths lead to a better customer satisfaction and organizational resilience (Mariani and Borghi, 2023).

6.4 Operational Weaknesses and Challenges

Regardless of operational capabilities, the hospitality organizations have weakness related to service variability and reliance on labor (Zhou et al., 2021). Employee turnover destroys continuity of services and added costs of operations (Aksoy et al., 2022). Unpredictability in demand makes it complicated with the planning of capacity and using resources (Vatankhah et al., 2023). Another issue is technology adoption because it has the problem of knowledge gaps and employee resistance to change (Ali, 2023). Those weaknesses make it clear that more

coherence must be established between operational strategy, workforce management, and technological capability (Seraj et al., 2025).

6.5 Managerial Implications for Hospitality Organizations

The outcomes indicate that the hospitality managers need to implement a strategy perspective of operations management instead of just considering it as a functional activity (Khan, 2023). The managers are supposed to strive to invest in online systems that improve accuracy of forecasting and coordination of operations (Dogru et al., 2023). The tools needed to reduce the risks of service incongruence and turnover include workforce development programs (Hsu and Tseng, 2022). Cost control should be used by managers in coalition with service quality in order to retain customer satisfaction in competitive market (Mehrotra et al., 2024). The key roles of leadership in operations are thus important in maintaining the competitive advantage in the hospitality organisations (Seraj et al., 2025).

7. Conclusion

7.1 Summary of Key Findings

This paper has explored operations management as applied in the hospitality sector focusing on the aspects of efficiency, quality of service, integration of technology and customer satisfaction (Aksoy et al., 2022). These results show that operational practices are more structured, which increases productivity, consistency of services, and organizational performance (Mariani and Borghi, 2023). The evaluation of technology came out as a key facilitator of operational enhancement and cost saving (Dwivedi et al., 2023). The most key factors that determined service reliability and the customer experience were identified as workforce management and service process design (Hsu and Tseng, 2022). On the whole, the management demonstrated that operations management proved to be the core of the organizational success of the hospitality industry (Khan, 2023).

7.2 Importance of Effective Operations Management

Hospitality requires ineffective operation management because of the customer contact and simultaneous service (Zhou et al., 2021). Coherent operations help provide a steady delivery of the services and improve the trust of customers (Chua et al., 2023). The use of resources and reduction of wastes contribute another opportunity to cost efficiency realized in operations

management (Mehrotra et al., 2024). Operations management in an ever-increasingly digital hospitality setting enables effective technology assimilation (Kim et al., 2024). Operations management is crucial then not only in efficiency but also in the creation of strategic value (Seraj et al., 2025).

7.3 Strategic Recommendations

Hospitality firms are advised to invest in the latest forecasting and scheduling systems to enhance the use of capacity (Vatankhah et al., 2023). Managers are advised to intensify workforce education measures in their effort to boost service competency and turnover (Hsu and Tseng, 2022). More focus should be drawn toward long-term sustainability operational practices and that aims at saving costs and becoming environmentally responsible (Khatter, 2025). Companies must also seek to embrace performance measurement systems that use facts to facilitate on going improvement of operations (Kim et al., 2024). Operation, technology, and service aspects need to be strategically aligned in order to be competent over time (Khan, 2023).

7.4 Limitations of the Study

The use of secondary qualitative data is a weakness of the study as it does not allow direct observation of the operational practices (Vatankhah et al., 2023). The results are informed by the existing literature and might be limited to reflecting the particular operation differences in an organization (Aksoy et al., 2022). The significance of some of the findings might also differ with time due to rapid technological change (Dogru et al., 2023). This is because the data does not have primary data, which would be beneficial in determining the perspective of employees and customers (Khan, 2023). The results should be interpreted based on these limitations (Zhou et al., 2021).

7.5 Suggestions for Future Research

The use of primary data in the future should aim at studying the operational practices in both managerial and employees perspectives (Khan, 2023). The longitudinal studies may consider how technology adoption can have a lasting effect on the operations of the hospitality sector

(Kim et al., 2024). Generalizability would be increased through comparative research using various hospitality sectors and locations (Aksoy et al., 2022). Ethical and human consequences of automation in hospitality services are other issues that should be researched further (Ali, 2023). Visions in these fields would add to a better insight into hospitality operations management (Seraj et al., 2025).

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