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In short,

This paper talks about all the ways that hotels, restaurants, and resorts can make money. It talks about the good and bad things about hierarchical, flat, and matrix structures and how they change how decisions are made, how things are done, and how people feel when they visit. The paper also talks about how these frameworks change the way people work, talk to each other, and the company's culture. The study shows how big hotel chains like Marriott, Hilton, and Airbnb change and grow their businesses to stay up to date and meet the needs of their customers. The results show that each structure has its own good and bad points. To stay ahead of the competition, meet the needs of their customers, and keep their employees happy, the best hotels and restaurants are always changing how they do things.

Begin

The business of hotels and restaurants is always changing. There are a lot of places to stay, eat, travel, and hold events. A lot of countries' economies depend on this big business. And it helps a lot of people every day. To give great service and keep your standards high in the hospitality business, you need a strong structure. This structure tells workers what to do, how to talk to each other, and how to make choices.

If you want to do well in the hospitality business, you need to be able to make customers happy, get along with your coworkers, and adapt quickly to changes in the environment. That's why the setup is so important. For example, a hotel should be able to quickly answer guests' questions, fix problems, and make sure that the front desk, housekeeping, and food and drink departments all work well together. A business can either make or lose money, depending on what it does.

There are three main ways to organise hotels and restaurants: flat, matrix, and hierarchical. This report is about the people who are in it. It looks at how each structure changes what people do, what they choose, how they do their jobs, and how happy guests are. We'll use well-known hotel chains to show how businesses work in the real world and how they change when they get bigger or have problems. These plans can help managers of hotels and restaurants make better choices for their businesses.

A look at the books

3.1. How does the organisation look?

The structure of a business is how it organises its workers, their jobs, and their responsibilities. Jones and George (2017) say that the structure of a business shows how a group divides, puts together, and works on tasks. It tells people who their boss is, who they work for, and how information flows through the company. In the hospitality business, structure is very important because it shows who is in charge of each part of guest service, who makes decisions, and how teams work together.

3.2. The way the levels are set up

A lot of the time, big hotels and restaurants have a lot of different kinds of managers. The manager is in charge of the people or group that works for them. The general manager is in charge of the hotel. The department heads are in charge of things like the front desk, food and drink, and cleaning. Then the managers come, and finally the workers on the front lines. This group makes it clear who is in charge and what they are in charge of (Baum, 2016).

One good thing about hierarchical structures is that they make it clear who is in charge of what, set service standards, and give managers a lot of power over how things are done. But this structure can also make it take longer to make decisions because requests and information have to go through a lot of levels. People who work at lower levels might not think they can help guests or make choices on their own.

3.3. A flat structure

There aren't a lot of levels of management in a flat company. Most of the time, there are only one or two levels of management between the people who do the work and the people who are in charge. Most of the time, workers talk to the owner or manager. This type of arrangement is common in small hotels, boutique hotels, and some independent restaurants (Walker, 2017).

People can talk to each other and make decisions more easily in flat structures. Giving employees more freedom and responsibility and letting them know that their ideas matter can make them feel more important. But if everyone doesn't know what their job is, it can cause problems or even fights, especially as the business grows.

3.4. How the Matrix is Set Up

The matrix structure is a more complex model that combines elements of both flat and hierarchical systems. A person can have more than one boss in a matrix. For instance, the person who cleans might have to answer to both the general manager and the event manager. This is the kind of framework that many hotels use when they have to plan big events or work on a lot of projects (O'Neill & Mattila, 2013).

With matrix systems, people can use their skills in more than one area. But they can also make it hard to tell who is in charge, and different bosses might tell workers to do different things. People who work in matrix organisations can only work together if they can communicate well.

3.5. Theoretical Perspectives

There are many different ways to run a hotel or restaurant that can help you. A clear chain of command is very important in traditional management theory, which values authority. Contingency theory and more recent theories say that the best way to run a business depends on its size, goals, and the environment it is in (Jones & George, 2017). According to systems theory, people need to be able to change and work together. This is very important in places like hotels where a lot of people are.

3.6. How it affects the culture and behaviour of people at work

How a business is run can change how people act and feel at work. A company with a strong hierarchy makes it clear who is in charge and what the rules are. People are more likely to share their ideas in organisations that are less hierarchical because they feel more comfortable. People who work in matrix organisations often have to report to more than one manager and work with more than one team. This means they need to be able to change and get along with other people.

The way a business is set up has a big impact on how people get along and the culture of the business. Most of the time, it's easy to figure out the rules and steps that businesses with a hierarchy have to follow. Employees are more likely to feel comfortable sharing their thoughts in flat organisations because they have a less formal culture. People who work for matrix organisations have to deal with a lot of different bosses and teams, so they need to be able to work well with others and be open to change.

Ways

There were a lot of different ways to put this report together. We began by reading academic books, peer-reviewed journal articles, and reliable websites that explained how the hospitality industry works and how it is set up. Two of the most important sources were research papers published in the last ten years and textbooks written by experts in hospitality and management. The goal was to keep the information current.

Second, the researchers got ideas from real hotels like Marriott, Hilton, and Airbnb. I had to read case studies, annual reports, and company websites to learn how businesses work, how they treat their employees, and how they handle problems in their field.

Third, we read papers and articles by people who know a lot about the subject to learn how different structures change how people have fun, make decisions, and run things. Surveys and interviews with employees showed that changing the way an organisation is set up can affect how well people talk to each other, how motivated they are, and how well they work together when they have free time.

In the end, a fair choice was made by looking at the results from all of these sources and putting them together. We made sure the data was right whenever we could, and we picked cases that showed hotels of different kinds and sizes.

Outcomes

5.1. Different types of accommodations in the hospitality industry

Most big hotels and hotel chains that work in more than one country still have a chain of command. The leaders of this group have the power and the duty to make decisions for the people who work for them. The hotel has a general manager, and each area, such as the front desk, housekeeping, food and drink, sales and marketing, security, and more, has its own manager. There are also people who are in charge and people who do the work. This is what most Hilton and Marriott hotels look like. It's clear who is in charge and what they do. This is important for keeping brand standards high around the world and for managing a lot of employees.

Flat structure: New hotels, restaurants, and other businesses in the hospitality industry like flat structures. These companies don't have as many levels of management, so employees can usually talk to the owner or a senior manager directly. This framework makes it easier for people to talk to each other and make decisions. Workers usually have a lot on their plates, but they can help guests right away. For example, Airbnb's corporate headquarters has a flatter structure, which makes it easier to come up with new ideas and adjust to changes in the market.

How to make a matrix:

A lot of big hotels, resorts, and hotel chains that do business in a lot of places around the world use a matrix structure. In this case, workers might have to report to both a project manager (for a certain event or restoration project) and a functional manager (like the head of housekeeping). This two-way reporting system makes the company more flexible because it lets people from different departments use their skills. But it can also be a problem or make things hard to understand if people don't know what their jobs are or don't talk to each other clearly.

5.2. How it affects how people make choices

How the organisation is set up has a big effect on how decisions are made and carried out:

The most important decisions are made by the top management, and everyone else in the company follows them. This keeps things the same, but it can take longer to fix problems that visitors have or changes in the market because requests have to go through a lot of different levels of management.

Flat: Employees may be able to make decisions more quickly because they are closer to both the guests and the managers. Most of the time, employees can help guests with their problems without having to ask their bosses first. This makes them more helpful and makes guests happier.

Matrix: Managers can make decisions quickly or slowly, depending on how well they know their jobs and how well they work together. The framework helps departments get their work done quickly when communication is good. But if your bosses tell you to do different things, it might be harder for you to decide or take longer to do so.

5.3. 5.3. 5.3. How it makes things work better

Hierarchical: This structure is good for big companies because each department has its own boss who knows a lot about that area. But when things get busy, having too many levels of permission and too much red tape can slow things down.

Flat: This type of management works best for properties that are small to medium-sized because there are fewer levels. This means less paperwork and more action right away. This can help the group get along better and think of new things.

Matrix: It can be very useful for difficult tasks because it makes it simple to share people and things. If it's not done right, it could take a long time or be hard to figure out who's in charge.

5.4. How it changes how guests feel

One good thing about a hierarchical system is that the service is always the same. For global brands to do well, people need to know what to expect from each store. But workers might not be able to give guests the service they want if they are too strict about following the rules.

Flat: The workers can do more than what is expected of them, which makes clients' visits more special and memorable. A quiet place would make guests feel more at home.

Matrix: This method makes it easier for people from different departments to work together to meet the needs of both big events and small groups, so you can give them personalised service. Guests enjoy being able to change things up, whether they are there for a long time or just for a big event.

5.5. People's behaviour, how they talk to each other, and the culture all change.

Workers know what their jobs are, but they might not feel like they can change things. Because communication is formal, it might take a while for new ideas to reach the top of the chain of command. People know what will happen and what will happen.

People who work think their jobs are important and part of a bigger picture. People are told to help each other and talk to each other. But things can get messy when they grow too quickly if you don't add more layers the right way.

Matrix: People who work together should be able to talk to each other and make changes to each other. Most of the time, they work on different teams or projects. This can be fun, but it can also be hard if their managers don't always help them when they need it or if their priorities don't match up.

5.6. Real-world examples

Marriott International has a system of levels to make sure that all of its thousands of properties are the same. But it lets managers in the area change the services for guests from different places, which is a good thing.

Hilton Hotels has something like this, but they spent a lot of money on systems that let workers at all levels talk to management about their problems and ideas.

Airbnb's main office is flatter, which makes it easier for teams to work together and come up with new ideas quickly. People say that this flexibility helped Airbnb quickly adjust to changes in the market, like how long-term stays became more popular during the COVID-19 outbreak.

6.1. Adapting and growing to meet the needs of the market

People who work in hotels can work anywhere they want. In order to stay ahead of the competition, meet the needs of their guests, and keep up with new technology, they have to keep changing.

To be able to respond more quickly, Marriott and Hilton, two of the biggest hotel chains, have changed the way they do business. For example, they could help people from different departments work together on projects like going green or going digital. They could also make it easier to figure out who is in charge of what in some areas or departments.

At first, small and boutique hotels only had one level of management. But as they get bigger, they need to hire more managers to keep things running smoothly and make sure customers are happy. This change is hard to make, so new managers need a lot of training, the ability to talk to people clearly, and the ability to plan ahead.

More and more people are using matrix designs to plan and carry out big projects like renovations, events, or the opening of a new hotel. People from different departments can work together for short periods of time to get the best skills from everyone in the company, meet tight deadlines, and make sure the work is of high quality. But these groups need strong leaders, clear roles, and good ways to solve problems so that things don't get out of hand.

6.2. The effect it has on the people who work there and the culture

The way the company is set up has a big effect on how loyal, motivated, and connected people feel to it. People who work for companies with a hierarchy may feel like they aren't being heard or that they don't have many chances to move up. This business has a lot of staff changes, which costs a lot of money because guests are happier when they have experienced staff.

When there aren't many levels, people are more likely to get involved and come up with new ideas. Workers are told to take charge of their work and speak up. People who are creative and want to start their own business often like places like this because they can get ideas from them. A lot of people are scared when they don't know who is in charge or how to make money.

People who work in matrix setups need to be able to talk to each other and change things. This can help workers learn new skills and work together, but it can be hard if the tasks aren't clear or the bosses don't agree. Companies should teach their workers how to handle problems and make sure they know the rules.

6.3. What's going on and what's important right now

The hotel business is always dealing with things like the COVID-19 pandemic, guests' needs changing, and tech problems. Now things are different:

Digital Transformation: To deal with technology, customer data, and online marketing, a lot of businesses are hiring new people or making new departments. This usually means getting rid of old hierarchies or getting people from different departments to work together to come up with new ideas faster.

Flexibility and Working from Home: More and more people are working from home, even those who used to have to be there in person for their jobs in the hospitality industry. Because of this, businesses have had to change how they talk to and report to each other.

More and more hotels are telling workers from different departments to work together on projects that help the environment. This shows that hotels are moving away from traditional hierarchies and towards systems that look more like grids.

Last Thoughts

This paper has looked at the three main types of organisational structures that hotels use: flat, hierarchical, and matrix. It has also looked at how these frameworks change how people decide things, how well things work, how guests feel, and how employees act. The results show that hierarchical systems can help keep things in order and under control, but they might not be very flexible and might not get people to join in. Companies with flat structures grow faster and come up with new ideas. But this can make them hard to handle. You can use matrix structures in a lot of different ways, which makes them great for big projects. But they need to be able to talk to each other clearly to work.

There isn't one answer that works for everyone, as shown by Marriott, Hilton, and Airbnb. The size of your business, what you want to accomplish, and how the market is doing will all affect how you set it up. To stay flexible, competitive, and able to respond to both customers and employees, successful hospitality businesses often change and review their structures. It's very important to have the right organisational structure in an industry where both customers and employees value personal service.

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(Include any other academic, business, or industrial sources that were used.)