

# Outsourcing Hotel Housekeeping Services: An Investigation into the Critical Challenges during the Pandemic Times

Akshita Tiwari\*, Malini Singh\*\*, Ashish Dahiya\*\*

**Abstract** *The current research holds significance for its contribution to literature based on outsourcing and the challenges faced in the present time of the virus outbreak by hotel housekeeping services. The primary research objective is to provide insights into Outsourcing challenges keeping in mind the current trends and practices. The study used an extensive literature review from multiple secondary and primary data sources and conducted on 5-star hotels in Delhi NCR. A quantitative survey conducted to achieve the study's objectives given the research requirements. The study attempts to identify the outsourcing practices and challenges faced by the hotel housekeeping department. The current research explored the housekeeping department's perspective regarding the services offered by outsourcing agencies and what they offer in return, along with the challenges faced by the application of outsourcing. The results highlighted the need for proper management in day to day outsourcing activities and performance monitoring systems for the outsourcing staff in hotels. The study concludes with specific implications based on the findings. This paper shall hold insights for the hotel industry to redesign their outsourcing strategies and successfully overcome the challenges brought about by the pandemic. The further scope of research is also discussed, which shall hold valuable insights for future research in hotel housekeeping and the practice of outsourcing.*

## INTRODUCTION

The entire planet is confronted with an alarming concept of normal i.e. new normal, in which a coronavirus epidemic leads and alters the planet in a matter of seconds. This forces the entire globe to confront an invisible foe, the novel COVID-19. On the other side, in today's corporate world, there is a tremendous trend of organisations worldwide increasingly conducting their business processes by connecting to external sources which are service providers. Outsourcing, as it is usually called, has always been a tool for every company strategy used by numerous organisations in their varied industries since many years. This sort of subcontracting is commonly used by organisations that outsource manufacturing activities, business services, and even whole business lines. Outsourcing is one of the finest ideas since it allows many businesses to focus on what they do best while outsourcing what others might do better, quicker,

cheaper, and with a higher level of quality. Outsourcing is a lucrative business idea becoming increasingly prominent in organisational management strategies (Koszewska, 2004). Outsourcing is a method many businesses adopt to cut costs by moving sections of work to certain vendors rather than performing it internally, or it is the delegation of the operation and control of the business process to an outsourcing provider. (Mishunichev, 2013) Business process outsourcing occurs when a firm transfers one or more of its roles and responsibilities for performing or managing a business process to another company. (Dayasindhu, 2004) Many firms now outsource many types of services to third-party service providers. In other terms, it is a commercial technique in which organisations cut costs or enhance efficiency by delegating activities, operations, jobs, or processes to a contractual third party for an extended length of time. It is also a method utilised by several firms to cut expenses by moving sections of work to outside providers

\* Research Scholar, Amity School of Hospitality, Amity University, Uttar Pradesh, India.

\*\* Associate Professor, Amity School of Hospitality, Amity University, Uttar Pradesh, India.

\*\* Professor, Institute of Hotel & Tourism Management, M. D. University Rohtak, Haryana, India.

rather than finishing it internally. In general, outsourcing allows a company to focus on its core strengths while allowing outside organisations to perform what they do best. This can help the business save time by focusing on its main or core value. (Bucki, 2018) Outsourcing is a method that many business organizations use both locally and worldwide. International outsourcing is becoming more complex and varied, ranging from noncore tasks such as housekeeping to core business operations such as manufacturing, service, and marketing. Since the mid-twentieth century, the public has been increasingly interested in outsourcing, which has succeeded in getting more divisive over the last years (Angela, 2012). Organizations outsource certain elements of their operations for a variety of reasons. In many situations, the goal is to outsource non-core tasks to obtain a competitive edge by shifting such services to associations with the requisite capabilities and expertise, enabling the company time and space to plan for a long time.

The hotel housekeeping department is one such department which has to work in every nick and corner of the hotel. The regular hustle bustle of the department has been challenged by the virus and how the hotels will achieve the SOPs, staff readiness, guest acceptability is the big question. Due to the pandemic, it has been risky for housekeeping employees to be in every part of the hotel. The guests also fear a lot of staff interaction since the pandemic and they also have more hygiene concerns due to covid outbreak. Housekeeping department has a good number of employees both in-house and outsourced employees. The global pandemic has led to huge number of employees furloughed and also some employees mostly outsourced have gone back to their hometowns. The current study is an attempt to understand the current situation in the housekeeping department regarding outsourcing of housekeeping services and what has been the role of COVID-19 and the challenges faced by the housekeeping department in practicing outsourcing.

The role of housekeepers has gradually changed since the outbreak, few examples from the Indian hotel industry are: IHCL or commonly known as Taj hotels have introduced sanitization of guestrooms, regular checking of air quality in the guestrooms, Staff have to wear PPE gear while servicing the rooms. (Taj Hotels, 2020) ITC hotels has launched an initiative known as 'WeAssure' which collaborates with health and medical experts to improve and strengthen the hygiene and cleaning protocols regarding COVID-19 across all the ITC Hotels. (ITC Hotels, 2020) The initiative has been rated as Platinum level certified by the DNV, a classification body situated in Norway. One of the key Indian hotel brands, the Oberoi Hotels have also revisited their housekeeping cleaning procedures and introduced regular cleaning of all the guest touchpoints, deep cleaning of guestrooms and various signage to help maintain the social distancing protocol. (Oberoi Hotels, 2020)

## LITERATURE REVIEW

A study conducted by (Sharma & Kaushik, 2021) found that the housekeepers understand the importance of hygiene and disinfection and that 'clinically clean' is the new normal. The critical challenge is to win back guest's confidence and support. (Singh, 2019) conducted a study which was before the COVID-19 and the study explored recent trends in hotel housekeeping department and one of the trends was outsourcing of housekeeping services. The study noted that retaining employees is a difficult task and outsourcing shall be the best alternative to combat this situation.

A study by (Sani, 2013) found that more than half of the hotels outsource their housekeeping services. Laundry is one of the major housekeeping services outsourced. When the hotel business looks up for a change or has to overcome a challenge, they always look outside of the organisation which is fulfilled by Outsourcing. (Tra, 2020) Outsourcing scenario before and after the pandemic has different characteristics, a study by interviewed several hotel managers and outsourcing vendors, the survey found that contracts were relooked and many points were revised. It was also reported that COVID-19 has led to cross departmental duties being given to hotel employees. (Kenny, 2021).

The government support to the hotel and tourism industry in the wake of the pandemic has been immense, the various initiatives brought up by the Ministry of Tourism, two of the unique yet fruitful projects are SAATHI (System for Assessment, Awareness and Training for Hospitality Industry) and NIDHI (National Integrated Database of Hospitality Industry). SAATHI initiative is developed to facilitate the tourism and hospitality industry by providing self-certification, key training programs and webinars, and site assessment to ensure on ground implementation.

NIDHI initiative is the brainchild of the ministry which addresses the need of a database which shall include all the accommodation units available in the country. The accommodation units have to register for the same. (PIB, 2020) Organizations outsource various business functions for a variety of different reasons. The causes differ based on the type and purpose of the company. Outsourcing is a concept pumped by a desire to decrease indirect costs. It allows for less personnel, which involves minimal maintenance and support systems or could lead to a more efficient company (Fontes, 2000) (Hubbard, 1993). Some businesses outsource in order to reduce costs. A study by (Manzi, 2004) notes the most prevalent economic element affecting the decision and minimising costs. Where an opportunities evaluation has been performed and determined that it is more cost effective to outsource instead of operating a particular service, the firm looks forward to generating profit. A company's effectiveness is dependent on a minimal number of activities. Outsourcing certain non-core services allows

firms to divert and evaluate their impact on activities that are vital to their goal (Choi, 2016). Outsourcing successfully helps the firm to focus its in-house resources on addressing priorities. Recently, the primary drivers of outsourcing appear to be changing away from cost and toward strategic considerations such as core competency and adaptability (DiRomauldo, 1998); (Elmuti, 2000); (Harris, 1998). While outsourcing offers numerous benefits, it also has significant drawbacks. The key hurdles of outsourcing activities include lack of effective management over outsourced processes, quality issues, security and confidentiality concerns, hidden expenses, and restructuring of teams involved (Fan, 2006). When a higher proportion of jobs are lost due to outsourcing, there may be some adverse public relations repercussions for an organization (Bucki, 2018). Often, following outsourcing, a portion of the original staff shifts from the outsourcing party to the outsourced side, resulting in significant changes. Sponsoring such a huge change and having it fail, according to (Bragg, 2006), may result in the termination of several of a company's management team. Many organisations do not favour outsourcing application as they prefer to have full control over the operations. A limit on control of services may result in various issues and challenges. Some organisations do not wish to get into situations like outsourcing which may lead to possible challenges in satisfying the guests services. A reason to outsource is the expectations of quality service achievement.

As critical contractual issues in outsourcing, the absence of a standard form of contract, a lack of understanding of contract formation and contracts, a lack of quality benchmarks, an inadequate definition of scope of services, unclear roles, responsibilities, and targets, shortfalls in contract awarding procedures, and unfavourable contract terms were highlighted (Lai, Yik & Jones, 2008); (Ikediashi D. O., 2012); (Ikediashi D., 2015). Whereas, a study by (Fayasa, 2020) based on Sri Lankan facilities management industry found out the contrary of what literature related to challenges of outsourcing. The respondents did not agree to contractual issue being a challenge as they generally have well framed contracts. According to (Dorasamy, 2010) there is a substantial association between outsourcing application and its related challenges. Several other studies on the risk variables linked with function outsourcing have been recognised (A Hoecht, 2006); (Dhar, 2006). However, few of these studies have focused on facility management service outsourcing (Keegan, 2000); (Redding, 2013); (Atkin & Brooks, 2009). Even when it has been documented, it has primarily been theoretical in nature, relying primarily on empirical information to substantiate statements (Benjaafar, 2007); (Ren, 2008). Furthermore, prior studies (Lonsdale,

1997); (Adeleye, 2004); (Hoecht, 2006) had shown that majority of organisations outsource without considering the consequences of the risks involved. A study by (Atkin & Brooks, 2009) created a set of risks associated with outsourcing. The knowledge of these risks help in creating a better environment for outsourcing to be conducted. The risks shall negate the potential of profit maximisation. Risks shall exist in any kind of contract or partnership that may be in a formal or informal setup. Outsourcing outcomes may not be assured until the risks are identified and evaluated.

## RESEARCH METHODOLOGY

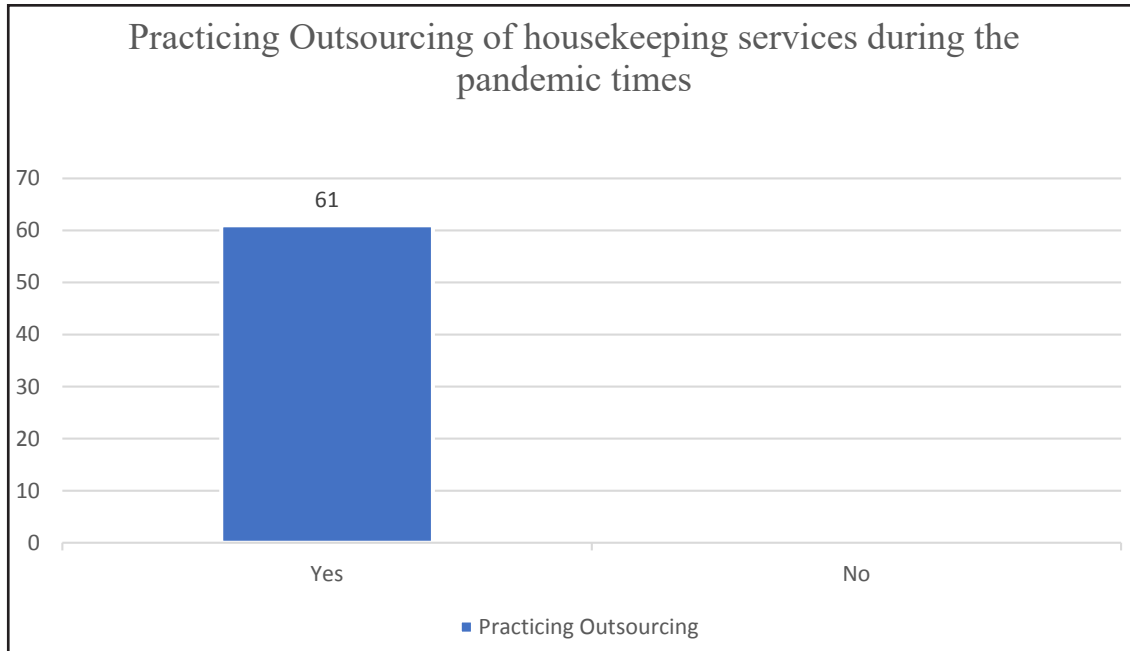
For this study, a descriptive survey is employed since it will be effective for documenting the data that will be obtained in research investigations and precisely characterising the variables under observation within a given sample (Marczyk, 2005). The current study's concurrent mixed research strategy, which encourages the use of both primary and secondary data sources, was appropriate for exploring the issues of hotel outsourcing practices. The concurrent mixed approach collects, analyses, and combines quantitative and qualitative data together in the same research. However, the crucial argument is that combining quantitative and qualitative methodologies yields a greater grasp of research challenges than either strategy separately (Creswell, 2003). Data for this study were gathered from both primary and secondary sources. Taking the study objectives into account, the survey technique was used throughout the survey, which included questionnaires and interviews with employees and supervisors and managers. The questionnaire was correctly created with open and closed ended questions to facilitate and collect precise responses from the respondents. The current study used descriptive as well as inferential statistics for data analysis.

## DATA ANALYSIS AND INTERPRETATION

The detailed data interpretation and analysis of the study are discussed below:

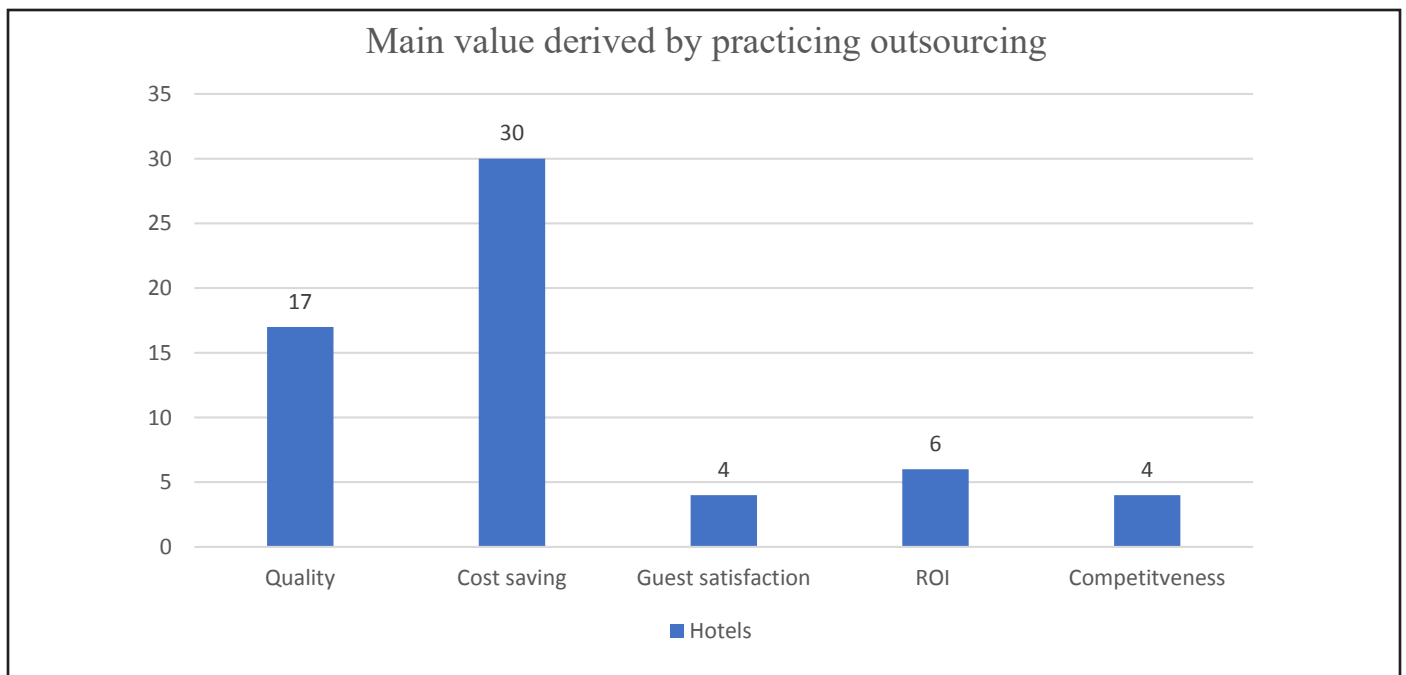
### Outsourcing Application in Hotel Housekeeping Department

The findings showed that all the 61 hotels which were the respondents of the study practice outsourcing. It can be concluded that outsourcing is prevalent in the hotel industry in respect to housekeeping department.



The whole sample population is practicing outsourcing, thus it shall be noted that it is a strategic alternative used by hotels to focus on core functions and also facilitate streamlining

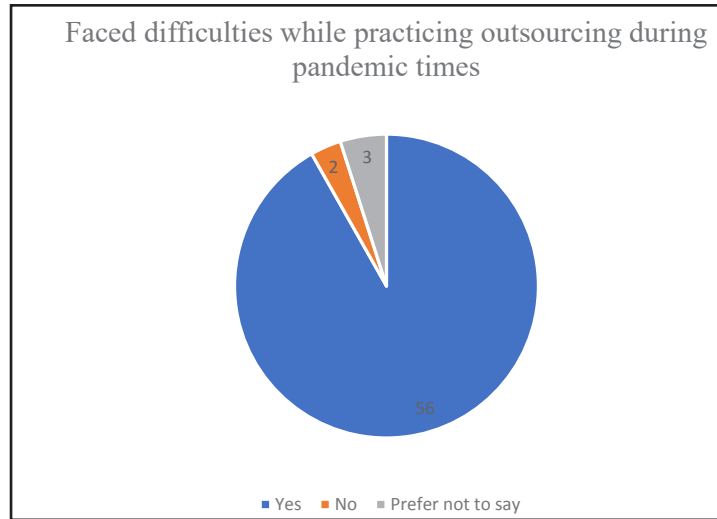
of operations. Outsourcing is a strategy being applied by hotel housekeeping department to focus more on other key functions while letting the outsourcing vendor handle the non-core functions.



## SIGNIFICANT VALUE DERIVED THROUGH OUTSOURCING

The findings showed that 30 hotels believe 'Cost saving' to be the main value derived through application of outsourcing

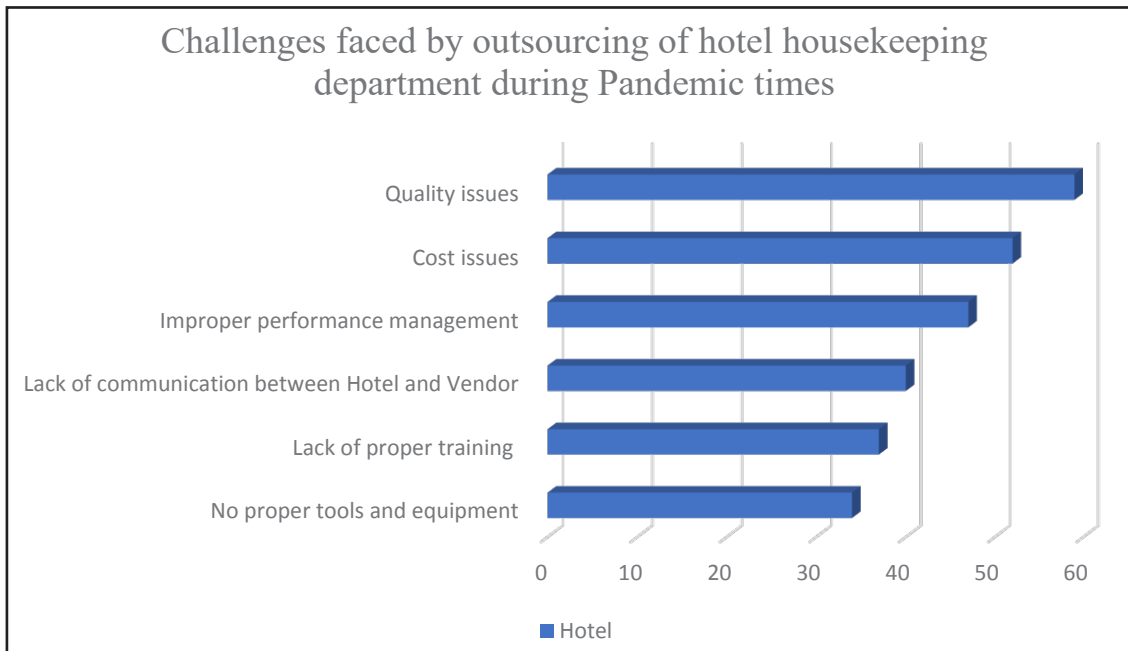
in hotel housekeeping department. 17 hotels considered 'Quality' to be the significant factor and Third highest majority was taken by the factor 'Return on investment' the last two factors 'Guest satisfaction' and 'Competitiveness' had a mere value of 4 hotels each.



**DIFFICULTIES FACED WITH RESPECT TO OUTSOURCING DURING PANDEMIC TIMES**

Nearly all of the hotels i.e. 56 hotels had agreed to the

statement that they have faced difficulties while practicing outsourcing during pandemic times. 2 hotels have not faced the aftermath of the pandemic. The new normal practices which include social distancing and promotes less contact between people has challenged the day to day operations of the hotel.

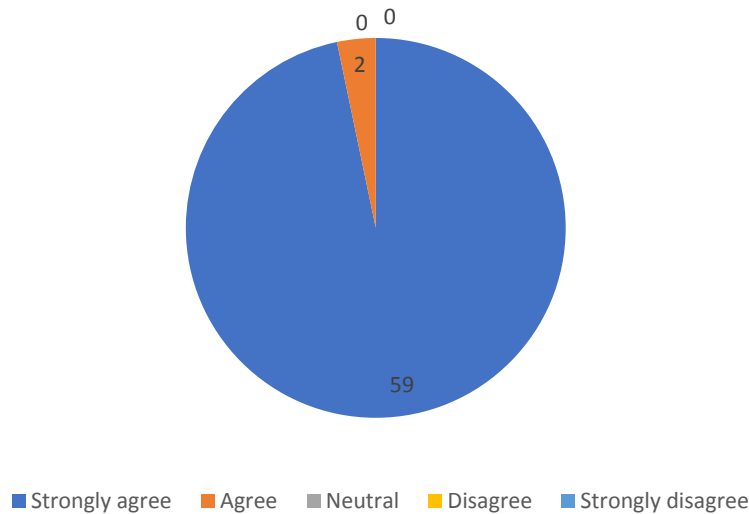


**CHALLENGES FACED BY OUTSOURCING OF HOTEL HOUSEKEEPING DEPARTMENT DURING PANDEMIC TIMES**

Findings of the study revealed that a high proportion of 59 hotels believe ‘Quality issues’ as a challenge faced with outsourcing application for hotel housekeeping services

during pandemic times. ‘Cost issues’ was the second highest responded challenge faced by hotels with a total of 52 hotels responding to it. ‘Improper performance management’ is the third challenge faced by hotels. 37 hotels feel ‘Lack of proper training’ is a challenge faced during outsourcing application as the social distancing rules has reduced physical training sessions and moved to webinars and online sessions. The least responded challenge was the ‘No proper tools and equipment’ as it was voted by 34 hotels.

### Importance of higher hygiene standards has increased with onset of COVID-19

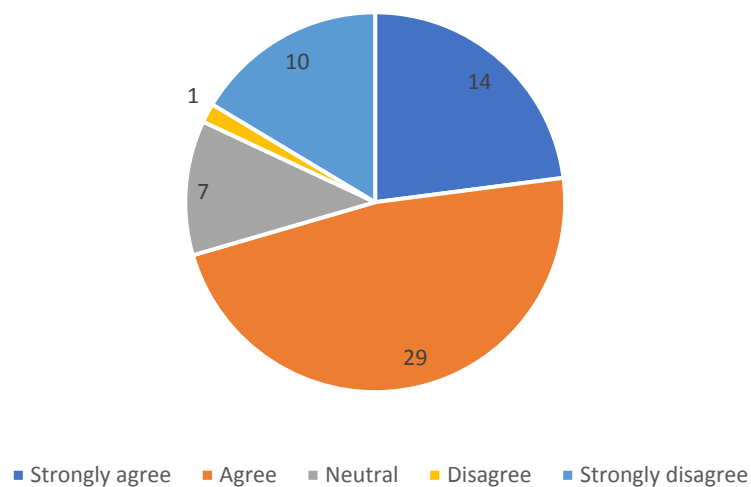


### IMPORTANCE OF HIGHER HYGIENE STANDARDS HAS INCREASED WITH ONSET OF COVID-19

Survey results found that the importance of higher hygiene standards has increased with outbreak of COVID-19 as 59

hotels strongly agreed to the statement. The relevance and significance of hygiene will grow as days pass and to win back the guest's loyalty and trust, it is the most crucial factor. Aesthetics and interiors of hotels may not be the primary factor to select a hotel by a guest, hygiene standards are the main game post COVID-19.

### Application of COVID appropriate cleaning standards has been challenging for the hotel housekeeping department

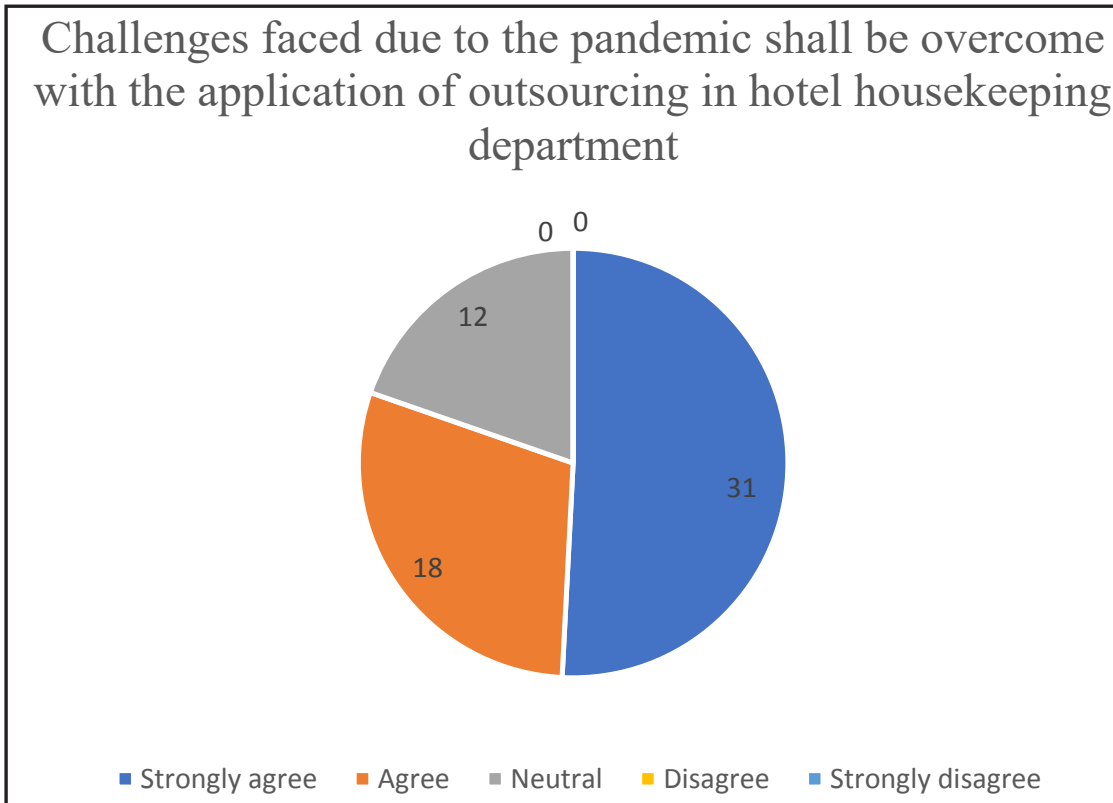




### APPLICATION OF COVID APPROPRIATE CLEANING STANDARDS HAS BEEN CHALLENGING FOR THE HOTEL HOUSEKEEPING DEPARTMENT

The study found that majority of hotels (Strongly agree N=14; Agree N=29) a hotel of 43 hotels have had issues

in applying the new cleaning standards that are COVID appropriate. A mere 10 hotels disagree to the statement and 7 hotels have a neutral response to the statement. In a whole, major chunk of the hotel industry has faced challenges in application of COVID protocols as it was demanded in a hurry by them. As the time moved on the hotels have felt much comfortable and at ease to deliver their services efficiently to the guests.



### CHALLENGES FACED DUE TO PANDEMIC SHALL BE OVERCOME WITH APPLICATION OF OUTSOURCING IN HOTEL HOUSEKEEPING DEPARTMENT

The hotel housekeeping department has a high level of faith in the outsourcing practice as 31 hotels strongly agree to the statement ‘Challenges faced due to pandemic shall be overcome with application of outsourcing in hotel housekeeping department’ 18 hotels agree to the statement, none of hotels disagree to the statement. With the help of external expertise and knowledge, a collaboration between hotels and outside service providers shall help in overcoming the losses incurred.

### CHALLENGES FACED BY HOTEL HOUSEKEEPING DEPARTMENT AND OUTSOURCING VENDORS WHILE APPLYING OUTSOURCING ON HOUSEKEEPING SERVICES DURING THE PANDEMIC

The first element of ownership and management of various assets transferred by hotel to outsourcing vendor is explored, as is the identification of important success variables for outsourcing techniques. The selection of important success elements for outsourcing methods is explored for the second aspect of the effect of outsourced housekeeping services on customers’ (hotels’) competitive position by them and by service providers. Finally, the selection of important success elements for outsourcing methods is investigated in terms

of the effect of the outsourced portfolio on hotels' long-term plans by hotels and service providers.

## CRITICAL CHALLENGES FACED BY HOUSEKEEPING DEPARTMENT IN OUTSOURCING APPLICATION DURING PANDEMIC

In terms of critical challenges faced by housekeeping department in outsourcing application during pandemic times, the data reported in table indicates that respondents'

mean values range between 2.2 to 4.23 related to the specific components pertaining to management of multiple housekeeping services during the pandemic. Hotel laundry faces the critical challenge of 'On time service' ( $\bar{x}$ = 4.23) Efficiency of Outsourced human resource is the challenge being faced while applying COVID related new protocols and hygiene standards. Hotel building maintenance faces 'Competence' ( $\bar{x}$ = 3.92) as a major challenge. The least amount of challenge faced is the Efficiency of outsourced human resources in Hotel room cleaning ( $\bar{x}$ = 2.2)

**Table 1: Analysis of Various Challenges Faced by Hotel Housekeeping Department While Outsourcing during Pandemic**

Types of Hotel Housekeeping services being Outsourced	N (Hotel)	N (outsourcing vendors)	Outsourcing Vendors		Hotel	
			(A) M SD	(B) M SD	(C) M SD	(D) M SD
Hotel building maintenance	61	32	4.08 0.69	3.77 1.07	3.25 0.79	3.92 0.84
Hotel public area cleaning	61	32	3.38 1.24	3.1 1.07	3.34 0.95	3.5 1.09
Hotel room cleaning	61	32	3.45 1.11	3.12 0.84	2.2 0.43	2.5 0.66
Hotel laundry	61	32	4.23 1.54	4.2 0.79	3.43 1.16	3.57 0.76
COVID related new protocols/hygiene standards	61	32	4.1 0.88	4.4 0.97	3.68 0.95	3.63 1.36

(a) On time service (b) Professional Knowledge (c) Efficiency of outsourced human resources (d) Competence

## CRITICAL CHALLENGES FACED BY OUTSOURCING VENDORS IN OUTSOURCING APPLICATION DURING PANDEMIC

The study found that outsourcing vendors have faced the challenge of delivering services before 'Deadlines' for the

COVID related new protocols and hygiene standards. ( $\bar{x}$ = 4.12) Expenses has been a challenge for vendors in respect to hotel laundry and its outsourcing ( $\bar{x}$ = 3.62) Hotel room cleaning and its outsourcing are challenged by Coordination meetings ( $\bar{x}$ = 3.77) .

**Table 2: Analysis of Various Challenges Faced by Outsourcing Vendors While Provide Service to Hotels during Pandemic**

Types Of Outsourcing Contracts	N (Hotel)	N (Outsourcing Vendors)	Outsourcing vendors		Hotel	
			(A) M SD	(B) M SD	(C) M SD	(D) M SD
Hotel building maintenance	61	32	4.09 0.93	3.5 0.98	3.97 0.8	3.55 0.83



Hotel public area cleaning	61	32	3.68 0.8	3.5 0.95	3.45 1.11	3 0.93
Hotel room cleaning	61	32	3.25 0.71	3.77 1.07	3.57 0.99	3.39 0.89
Hotel laundry	61	32	3.35 1.11	3.38 0.86	3.62 1.07	3.43 1.16
COVID related new protocols/hygiene standards	61	32	4.12 0.69	4.09 0.83	3.97 0.8	3.82 0.95

Deadlines (b) Coordination meetings (c) Expenses (d) Infrastructure

However, the data shown in the table below show that respondents’ averages range from 3 to 4.12 on the various elements pertaining to control of various assets transferred to outsourcing companies. The outsourcing covid related new protocols/hygiene standards contract had the greatest mean (Mean = 4.12), while the outsourcing hotel public area cleaning contract had the lowest mean (Mean = 3).

### CRITICAL CHALLENGES FACED BY OUTSOURCING OF HOUSEKEEPING DEPARTMENT DURING PANDEMIC

			Influence of Pandemic on Outsourcing of Hotel Housekeeping Services			
Types of Outsourcing Contracts	N (Hotel)	N (Outsourcing Vendors)	(A) M SD	(B) M SD	(C) M SD	(D) M SD
Hotel building maintenance	61	32	3.97 0.87	3.91 0.9	3.88 0.59	4 0.85
Hotel public area cleaning	61	32	3.82 0.72	4.06 0.78	4.3 0.67	4.1 0.57
Hotel room cleaning	61	32	3.9 0.88	4.1 0.74	4 0.47	3.62 0.75
Hotel laundry	61	32	3.76 0.55	3.7 0.95	4.06 0.78	4.2 0.79
COVID related new protocols/hygiene standards	61	32	3.88 0.69	4 0.78	3.74 0.71	4.08 0.86

Competition (b) Quality issues (c) Improper administration (d) Higher expectations from guests.

The COVID related new protocol and hygiene standard is the major challenge being faced by the hotel housekeeping department in respect to outsourcing application during the pandemic times. Applying the new rules and regulations, revised standard operating procedures and working in low staff capacity are the further challenges faced by hotel while applying COVID related new protocol and hygiene standards. Quality issue (  $\bar{x}$ = 4) and Higher expectations from guests (  $\bar{x}$ = 4.08) is the biggest challenge being faced in COVID related new protocol, it is also the major issue for Public area cleaning. Hotel room cleaning is facing the challenge of ‘Improper administration’ (  $\bar{x}$ = 4.3) and the

Hotel building maintenance faces the critical challenge of ‘Higher expectations from guests’ (  $\bar{x}$ = 4) Hotel public area cleaning and its outsourcing have faced the challenge of ‘Quality issues’ (  $\bar{x}$ = 4.06) during the pandemic.

### One Sample T-test analysis

The t-test results show the mean value as 7.3541, further the results of test show that p-value obtained is .000 which is less than .05. Results suggests that the t- value is -4.691, which gives us a p-value (or 2-tailed significance value) of .000. This value holds to be significant. Hence, the study concludes

a significant impact of COVID-19 and the outsourcing of hotel housekeeping services. The analysis explained the influence of pandemic outbreak on outsourcing and the hotel housekeeping services.

## ONE SAMPLE STATISTICS SUMMARY

	N	Mean	Std. Deviation	Std. Error Mean
Impact of COVID-19 on the outsourcing application of hotel housekeeping services	93	7.3541	2.33632	.23363

## ONE SAMPLE TEST

	t	df	Sig. (2-Tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Impact of COVID-19 on the outsourcing application of hotel housekeeping services	-4.691	92	.000	-1.09590	-1.5595	-.6323

The survey was conducted on the hotel housekeeping department and outsourcing vendors to further study the impact of COVID-19 pandemic on application of outsourcing of hotel housekeeping services. It may be inferred that there is a significant relationship between the two and there lies an impact as well. The effect of the pandemic cannot be denied on the application of outsourcing on hotel housekeeping department.

## CONCLUSIONS AND RECOMMENDATIONS

The current research explored the critical challenges faced by hotel housekeeping department in respect to application of outsourcing during the pandemic times. It was noted that hotel industry and especially the housekeeping department has gone through immense challenges of new protocols, strict hygiene standards, revisiting standard operating procedures, struggle of lack of communication with the outsourcing vendors due to social distancing norms. The study has made the following contributions: A bird's eye view of the issues faced by hotel housekeeping department and the vendors who provide the services to the hotels. A complete picture was drawn keeping in mind the B2B relation of outsourcing with hotel housekeeping department. The study highlighted various necessary points which hotels keep in mind and the reason hotels outsource their housekeeping, the major factor or value derived through outsourcing is Cost savings. Key finding of the study also includes that Outsourcing vendors had a tough time in application of COVID related protocol and hygiene standards in terms of 'Coordination meetings' these are the one on one talks conducted between vendor and the hotel. Housekeeping department believed that 'On

time delivery' of Hotel laundry service is a critical challenge being faced during the pandemic. From the viewpoint of vendors, hotel laundry and its outsourcing application faced 'Expenses' as a challenge. In terms of COVID related new protocols/hygiene standards, 'Higher expectations from Guests' is a critical challenge which needs to be overcome by the housekeeping department and the hotels. The importance of 'hygiene' has increased since the upcoming of the outbreak. Now the aesthetics of the hotel may be secondary to the guests but hygiene standards will be primary while choosing a hotel to stay. The respondents of the study believe that outsourcing of hotel housekeeping services shall help in overcoming challenges brought upon by COVID-19.

The study recommends that both parties (hotel and vendor) must develop their own specialised outsourcing strategy. Hotels and outsourcing vendors must comprehend the implications of successful outsourcing strategies since outsourced services may be improved in a sustainable manner by a outsourcing strategy design. High-quality outsourcing services may be provided to hotels, and outsourcing suppliers can retain strong outsourcing connections. COVID-19 has shaken the roots of hotels but the industry shall overcome it and shall see the light at the end of the tunnel. The proper management support, the right outsourcing partner and guests trust shall help in overcoming this struggle period. The subcontinent and its citizens must be grateful to the government, who has been working day and night to help the ailing hospitality and tourism industry, this study is an ode to the hotel management, hotel employees, outsourcing vendors, frontline workers and also the researchers who have contributed in this study in some or the other ways. With its geographic limitations, this is an explorative research study, and its suggestions must be inferred with consideration. Further research shall be conducted with other geographical

perspectives and a comparison shall also be done on different star category of hotels and the challenges faced by them during the pandemic. Pre and post pandemic analysis of outsourcing application shall also be studied.

## REFERENCES

- Koszewska, M. (2004). Outsourcing as a modern management strategy. Prospects for its development in the protective clothing market. *AUTEX Research Journal*, 4(4), 228-231.
- Mishunichev, D. (2013). *Creation of a business idea of providing outsourced logistics services to medium sized enterprises in Russia* (PhD thesis).
- Dayasindhu, N. (2004). *Information technology enabled process outsourcing and reengineering: Case study of a mortgage bank*.
- Bucki, J. (2018). Glossary: The advantages and disadvantages of outsourcing in business. *The Balance*.
- Angela, S. (2012). *The Pros and Cons of Outsourcing*. (UNLV theses, dissertations, professional papers and Capstones).
- Fontes, R. (2000). The outsource option. *Folio: The Magazine for Magazine Management* (pp. 112-113).
- Hubbard, G. (1993). How to make that tough outsourcing decision work for you. *Facilities Design & Management*, 46-49.
- Manzi. (2004). Outsourcing and the make or buying decision. *MIT Sloan Management Review*.
- Choi, T. W. (2016). Risk management and coordination in service supply chains: information, logistics and outsourcing. *Journal of the Operational Research Society*, 67(2), 159-164.
- DiRomauldo, A. &. (1998). *Strategic intent for IT outsourcing*.
- Elmuti, D., & Kathawala, Y. (2000). The effects of global outsourcing strategies on participants' attitudes and organizational effectiveness. *International Journal of Manpower*, 21(2).
- Harris, A. G. (1998). Impact of organizational and contract flexibility on outsourcing contracts. *Industrial Marketing Management*.
- Fan, L. R. (2006). Outsourcing in business. *Journal of Information Technology Management*, 2(3), 12-13.
- Bragg, S. (2006). *Outsourcing: A guide to selecting the correct business unit, negotiating the contract, maintaining control of the process*. John Wiley & Sons.
- Lai, J., Yik, F., & Jones, P. (2008). expenditure on operation and maintenance service and rental income of commercial buildings. *Facilities*, 242-265.
- Ikediashi, D. O. (2012). Outsourcing of facilities management services in Nigeria's public universities. *Proceedings of the 4<sup>th</sup> West Africa Built Environment Research* (pp. 725-735).
- Ikediashi, D. &. (2015). Significant risk factors associated with facilities management (FM) Outsourcing: A study on Nigeria's public hospitals. *Engineering, Construction and Architectural Management*, 22(6), 771-796.
- Fayasa, A. e. (2020). Exploring challenges and drivers of facilities management outsourcing in Sri Lanka. *FARU Conference Proceedings*.
- Dorasamy, M. M. (2010). Critical factors in outsourcing of accounting functions in Malaysian small medium sized enterprises. *Kajian Malaysia: Journal of Malaysian Studies*, 28(2).
- Hoecht, A., & Trott, P. (2006). Outsourcing, information leakage and the risk of losing technology-based competencies. *European Business Review*, 18(5), 395-412.
- Dhar, S. &. (2006). Risks, benefits and challenges in global IT outsourcing. *Journal of Global Information Management*, 14(3), 59-89.
- Keegan, J. &. (2000). *Facilities management outsourcing and contractual risks*.
- Redding, M. (2013). *Managing risk in facilities management outsourcing*.
- Atkin, B., & Brooks, A. (2009). *Total facilities management*. London.
- Benjaafar, S. E. (2007). Outsourcing via service competition. *Management Science*, 241-259.
- Ren, Z. J., & Zhou, Y.-P. (2008). Call center outsourcing: Coordinating staffing level and service quality. *Management Science*, 54(2), 369-383.
- Lonsdale, C. (1997). Outsourcing: Risks and rewards. *Supply Management*, 32-34.
- Adeye, B. A. (2004). Risk management practices in IS outsourcing: An investigation into commercial banks in Nigeria. *International Journal of Information Management*, 167-180.
- Hoecht, A. T. (2006). Innovation risks of strategic outsourcing. *Technovation*, 672-681.
- Marczyk, G. D. (2005). General types of research designs and approaches. *Essentials of Research Design and Methodology*, 123-157.
- Creswell, J. (2003). A framework for design. *Research Design: Qualitative, Quantitative and Mixed Methods*, 9-11.
- Sharma, S., & Kaushik, T. (2021). Aesthetically clean to clinically clean- A study on new housekeeping practices in Delhi hotels beyond COVID-19 pandemic. *Worldwide Hospitality and Tourism Themes*, 13(5), 646-659.

- Singh, A. (2019). Recent Trends in Housekeeping department in Hospitality. *Think India Journal*, 22(35), 340-342.
- Sani, A. D. (2013). Outsourcing patterns among Malaysian Hotels. *International Journal of Business and Social Science*, 4(9).
- Tra, T. (2020). *Action plan for training new housekeeping employee: Case: Hotel Indigo Helsinki*.
- Kenny, J., & Dutt, C. S. (2021). The long-term impacts of hotel's strategic responses to COVID-19: The case of Dubai. *Tourism and Hospitality Research*, 22(1).
- PIB, D. (2020, October 14). Union Tourism Minister Shri Prahlaad Singh Patel to hold two days' virtual State Tourism Ministers meet on 15th & 16th October 2020. Retrieved January 2022, from pib.gov.in: <https://pib.gov.in/PressReleaseDetailm.aspx?PRID=1664629>
- Taj Hotels. (2020). Safety, hygiene & physical distancing. Retrieved January 2022, from <https://www.tajhotels.com/en-in/safety-hygiene-physical-distancing/>
- ITC Hotels. (2020). Your well-being is our priority. Retrieved January 2022, from itchotels.com: <https://www.itchotels.com/in/en/covid-19-update>
- Oberoi Hotels. (2020). Oberoi hotels safety and hygiene at the Oberoi Group. Retrieved January 2022, from <https://www.oberoihotels.com/pdf/safety-and-hygiene-at-the-oberoi-group.pdf>