



BAR SERVICE OPERATION PRACTICES IN INDIAN HOTEL INDUSTRY: AN INVESTIGATION OF BAR MANAGERS' PERCEPTIONS

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Abstract *This paper has a two-fold purpose: to explore the extent of inclusion of bar operation service practices as perceived by the bar managers and to find if these services depend on the organizational demographic characteristics. Based on a survey of 150 bar manager's perceptions on bar operation service practices were assessed by 59 practices and 5 demographic variables. Bivariate test was employed to test the association of the demographic variables with bar operation service practices. Results indicated that 'Bar counter service makes a guest more satisfied', 'Standard operating procedure ensures that the product and service is consistent', 'Innovative cocktails on the online menu attracts the guest', 'Flaring attracts the guest and gets repeat orders', 'Use of chilled glasses for cocktails makes a guest delight', 'Mechanical pourers helps in fast pouring and reduce the spillage', 'Beverage served in a sequence and to the correct guest makes a customer more satisfied', may constitute the most important bar service operation practices in the Indian hotel industry. On the other hand results indicate that there is a negative association between age, capital, and size, and most bar service operation practices variables. These results reveal that the hotels having large amount of capital and large number of employees rated more importance of bar service operation practices as compared to other hotels. Further, the study suggested measures to make bar operation services practices more effective to achieve profitability of the sample hotels.*

Keywords Bar Operation, Service, Hotel, Practice, Industry, India

INTRODUCTION

Today, service sector has emerged as a big giant globally and India is no exception in this context. According to National Accounts Classification (2011) the services sector includes trade, hotels, restaurants, transport, storage, and communication; financing, insurance, real estate, business services; community, social, and personal services. In fact, the contribution of service sector has a profound impact on the economic development especially developing economies like India. The share of services in India's GDP at factor cost (at current prices) increased from 33.5 per cent in 1950-51 to 55.1 per cent in 2010-11 and to 58.6 per cent in 2012-13 as per Advance Estimates (AE). With a 16.9 per cent share, trade, hotels, and restaurants as a group is the largest

contributor to GDP among the various service subsectors (Ministry of Finance, Govt. of India, 2013). Further, WTO (2013) estimations indicated that in terms of compound annual growth rate (CAGR) for the period 2001-13, India at 9.4 per cent show very high services sector growth.

The hotel sector occupied a pivotal place in the Indian service industry and has witnessed a tremendous growth during the recent decade. According to Ministry of Tourism, Govt. of India, (August 2012) the numbers of approved hotels in India are 1109. However, since 2006-07, the number of hotel rooms had increased from 39,285 to 71,537 in 2010-11. By 2015-16, there will be 102,438 new hotel rooms are to be entered the Indian hotel market, of which approximately 60% are expected to be actively under development. In terms of hotel occupancy, in 2001-02 were 51.6% had increased

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to 60.5% in 2011-12 (HVS Research, 2012). This statistics shows that the hotel industry in India is growing.

The present day modern concept of the hotel is not just a place to provide accommodation and food and beverage but offering to its guest every possible facility, service and convenience. Negi, (1992) generally, the important activities of a hotel include Reception, Restaurant, Bar, Banquet hall, Entertainment and Recreation, Sightseeing, Transport facilities, Swimming pool, Lounge facilities, Shopping facilities, valet and laundry services, Tennis court, Golf and Squash, Health club, Business centre etc. Apart from these services beverage service is a major component and has remained an important part of hospitality industry today. The beverage services are provided by various outlets of food and beverage department in the hotel. These outlets are bars, room service, banquet, restaurant, 24 hours coffee shop, lounges, etc. which serves alcoholic as well as non-alcoholic beverages. Out of these above outlets our main focus of this study is on the bar operations of the hotel.

According to Arora, (2009) bar operation is defined as “a public place where the primary business of the place is to sell alcoholic beverages to the general public, for consumption on the premises”. This definition suggests that bars are primarily involved in the sale of alcoholic beverages to the general public for consumption on the premises. Bar and Beverage operations also provide employment and they provide support to many industries whose materials and products they use (Kotschever and Tanke, 1996). There are bar and beverage operations that provide social activities, entertainment and even include a range of dining services. Bar and Beverage operation is a high revenue generating outlet in a hotel that’s why national and international hospitality companies alike are working hard to ensure that professional and responsible behaviour is maintained by their bar personnel or bartenders (Kotschever and Tanke, 1996). Bars are found in hotels, resorts, clubs, casinos and many such establishments and they can also be operated as independent units. Bar is one of the key revenue generating areas of the food and beverage (F&B) service department of the hotel industry (Singaravelavan, 2011). There are different kinds of bars operating by the hotel or outside the hotel which are termed as stand-alone bars. The classification of the bar and beverage operation is not an easy task as other food and beverage outlets because there can be so many blends of features. Beverage services differs in many ways with different purposes from the bar or the bar-restaurant combination in hotels i.e. Lobby bar, cocktail lounge, restaurant bar, a night club, room service, mini bar, etc. So a broad classification is one using the groupings bars and lounges. There are a lot of differences among the operations in each of these broad categories.

There are bars that serve beverages only, with some offering like light snacks such as wafers, peanuts, finger chips etc. However some serve a limited food menu, with beverages as their primary offering (Kotschever and Tanke, 1996). There are public bar, cocktail bar, sports bar, wine bar, service bar, portable bar, in room or mini bar etc (Rutherford and O’Fallon, 2007).

Lounges may be difficult to differentiate from bars. A Lounge bar is that in which the guest feel more comfortable than the other bars and where the drinks are usually more expensive. Lounge is an area meant for relaxing which is normally located near the reception area. Moreover, lounge is usually located in the hotel lobby or executive floors, offer a range of specialty teas and coffees. Some establishments have lounge bar which serves all kinds of alcoholic beverages to the guests at the lounge. Lounge bar is often seen in airports, clubs, casinos, luxury hotels, ships, etc. (Singaravelavan, 2011). Further, many scholars such as Davis, et. al., (2003); Meyer et. al., 1999; Morita & Flynn, 1997; and Skinner, 1969 stated that operation practices as “the extent of established system and behavior practiced by management in relation to the structure of the operations system”. Further, Bardi, (2003) Standard operating procedures for bar of a full service hotel as the policy and procedure manual (which) provides an outline of how the specific duties of each job are to be performed. Thus, bar operation practices refer to the established system and behavior in an organization that directed to achieve operational goals and retain customer. Moreover, bar operation practices have a profound impact on the overall profitability of a hotel.

The hotel industry has been closely associated with the growth and development of commerce and trade. In fact, the hotel industry has emerging a powerful industry after the industrialization. Thus, the service operation has also been rapidly changed over the years to cope with the demands of tourists. Since hotel industry is known as people intensive industry, thus the service quality and service responsiveness of staff has become imperative for overall success and survival of this industry in today’s hospitality market place. Further, bar service operations have been emerged as the central point for revenue generation in most of the large / chain hotels. Today, hotel administration directed its strategies towards adoption of “best fit bar service operation practices” however, due to various constraints / obstacles these strategies has not been yielded desired results. Moreover, the issues and practices need purification or more empirical researches are needed to be conducted in this emerging area of hospitality management. Thus, this paper aims to explore the extent of inclusion of bar operation practices as perceived by the bar managers and to find if these services depend on the organizational demographic characteristics.

LITERATURE BACKGROUND AND HYPOTHESIS DEVELOPMENT

Over the last three decades, hotel industry has attracted scholars and offered a venue for different types of research. India is just emerging in this direction and focusing on conceptual and empirical researches, however, to achieve desired results there is a need of hour to add valuable exploratory information to hospitality management literature.

During recent past most of the scholars have inclined to focus on hotel operation area such as Noone, et.al., 2007; Chand and Kaotu, 2006; Cheng, 2006; Draganska & Klapper, 2007; Knutson, et.al., 2006; Chand & Kapoor, 2010 and Batislam, et.al., 2007 & 2008. Murdick, et.al. (1990) demonstrated that the quality of service or product is determined by the user's perception. They further pointed out that the amount of different kinds of groups using the Long Weekends services is huge as is their needs therefore this has to be taken into account when analyzing the procedures in the restaurant and the bar area. In the similar vein, Johnston & Clark, (2001) identified that the quality of service depends on the service and the treatment given to the customer. Susskind & Chan, (2000) suggested that the restaurant and bar environment is critical in offering guest perceptions. They further suggested that late night menu or takeout diminishes the reputation of a restaurant or bar because of poor quality service. Thus, designating smoking sections and a dress code help to improve the quality of an operation without ever cooking the food or serving a beverage.

Noone, et.al. (2007) analysed that the guest feelings of their visit to a particular place contributes to a guest's experience which resulted in word of mouth, the most effective and cheapest form of marketing. They also opined that Ambience plays a vital role during the visit of the guest and contributes to how a guest feels. Further, Fitzsimmons and Fitzsimmons, (1994) pointed out that the "Gap one arises from management's lack of full understanding of how customers formulate their expectations on the basis of a number of sources" such as image of the brand, experiences, and word of mouth. Batislam, et.al. (2007 & 2008) stated that the main aim of any restaurant and bar is the satisfaction of the business's target market which leads to greater profits. Heskett, et.al. (1994) suggested that customer satisfaction and employee satisfaction have a strong relationship between customer retention and consumer customer satisfaction viz-a-viz consumer loyalty. On the other hands, Godsmark, (2003) stated that in most of the bar and beverage service operations are lacking proper management and supervision. Cheng, (2006) opined that generally, casual- to fine-dining segments have more clientele loyalty than quick-service segments. Further, Harris & Emrich, (2007) focused on

maximize capacity and revenue of a bar operation. This study first emanated from deregulation of the airline industry and has quickly evolved into implementation in hotel room sales and now food and beverage operations. Knutson, et.al., (2006) were also in the same opinion and pointed out that another common revenue management theme is the offering of an early bird discount.

Most of the researchers Kimes & Wirtz, 2003; Kimes & Thompson, 2004 and Susskind et. al., 2004 stated that table maintenance is especially tricky in beverage operations as conditions that affect business are in constant flux. Moreover, Draganska & Klapper, (2007) were of the view that a firm should establish pricing strategies in order to achieve profitability goals. Thus, some authors suggested that whatever service practices an organization adopt and intend to adopt must be performance oriented. However, some scholars were of the opinion that hotel firms must concentrate more on customer relationships rather than on short-term transactions. Gronroos, (2001). Yasim, et. al., (1995) analyzed that in order to achieve superior organizational performance; hotels should have excellent operations strategies that match customer requirement. Similarly, Zeithaml, et. al., (2000) stated that in service industry, quality, speed and flexibility are related with responsiveness. Sharifi, et. al., (1999) supported that responsiveness is important capability of a business to cope with the change in customer request and to enhance organizational performance. Hence, operation practise are expected to mediate the operations and organizational performance relationship. Gary and Tom, (1996) suggested that the most significant changes that is taking place with respect to the food and beverage area in hotels are contracting out operations to external operators, whether individual restaurateurs or branded restaurant chain names. This development is widely regretted by many traditionalists but represents a reality in North America and, increasingly, in the United Kingdom as well. Nick and Ray (2002) examined literature relating to consumer studies in foodservice during the last decade. They identified gaps and weaknesses in the body of knowledge on consumer behaviour in the food service industry. Further, they suggested undertaking new researches in the area of food and beverage service so that unexpressed area can be explored and approved ten various business strategies.

Fotis (2006) suggested that hotel organisations have to continuously develop new services in order to be successful and the results of these and further investigations will be of potential value to hotel and generally hospitality managers, as it will enable them to focus on new service development more strategically and professionally. In similar vein, Wood (2007) suggested that the future of food and beverage service begins from the premise that establishing such an overview requires an appreciation of

the condition and consequences of hospitality research more generally for food and beverage research. Similarly, Walker (2009) emphasized that hospitality industry is facing major challenge of having well trained and competent employees in the room service department from the tone of voice of the order taker and the courteous manner with which the order is taken to the panache of the server. Further, he pointed out that training makes the difference between ordinary service and outstanding service in hospitality industry. Nigel and Christopher (2000) opined that hotel & restaurants are widely considered to be under-performing assets therefore they have sought to improve their financial performance by adopting modern food and beverage service techniques. Kit and Ka, (2001) recognised efficiency and quality as key components of business strategies. The concepts of efficiency, while armed with the capabilities of quality, help organizations attain service effectiveness and excellence. They further suggested that today's organizations need to manage continuous improvements and breakthroughs in quality that meet customer requirements and expectations. Mozeiket, at. (2009) findings indicated that perceived ease of use with mobile handhelds is comparably more important toward the adoption of restaurant-based e-services as opposed to conventional lap/desk devices, where perceived usefulness was marginally more important. Findings are discussed within the context of the emerging mobile Internet and how restaurateurs need to better leverage this medium.

During the recent past numerous studies have been appeared in the field of beverage management for example, Hanson, Bjorn, 1997; Gary and Tom, 1996; Mariani, John, 1998; Wood, 2007; Fauchald, 2005; Jones, 1995 and Juliette, 1997. These studies revealed the application of food and beverage service practices in different countries. In other words, these studies have identified some of the food and beverage service practices in a broader sense which are widely used globally such as dining and room services. Further, studies on the importance and usages of beverage services have been conducted both in hospitality management research and general management research (see Cracknell and Kaufmann, 1999; Lillicrap, Cousins and Smith, 2002; Jones, 1996; Jones and Costis, 1997; Miller and Pavesic, 1996; Miller, Hayes and Dopson, 2004; Johns et al., 1996; McCool, 1995; Warde and Martens, 2000; Wood, 2000, and Burnett, 2004).

The above discussion indicates that although some aspects of beverage service practices have been examined for their importance in the context of demographic characteristics but an in-depth analysis is absent in such studies. Furthermore, the usage of beverage service practices assumes greater significance in the context of hotel enterprises because of their people centricity and the service nature of the work involved. Hotel industry is people intensive industry, wherein human capabilities are argued to determine the level of service quality and organisation performance. There is no published empirical investigation related to this

research theme in the Indian context, and given the rapid growth of the Indian hospitality sector such an examination is likely to be insightful. In fact, the review of literature emanates that bar service operation practices are little bit used in the industry however the concept is widely talked in the hospitality industry rather it has a profound impact on the revenue management and quality of service. The review of hospitality literature indicates that a number of studies have been carried out in context to the bar service operation practices in general, but less work has been conducted in the bar service operation practices and its relationship with organization performance. Moreover, no study has been found to measure the mediating effect of responsiveness on the relationship between bar service operations practice and organizational performance in hospitality industry in general and in specific to Indian context. The hospitality management literature review shows a deep void in the context of bar service operation practices.

The study provides two hypotheses in order to explore bar service operation practices and to understand the difference in derived bar service operation practices in relation to specific characteristics of hotel enterprises.

Hypothesis 1: *There is a set of bar service operation practices which are widely used in Indian hotels;*

Hypothesis 2: *There is a positive relationship between bar service operation practices and specific characteristics of hotel organisations such as category, age, capital, number of employees and type of ownership*

METHODOLOGY

Sampling and data collection

Sample hotels were identified from the highly respected directory of the Ministry of Tourism, Govt. of India and FHRAI that serves as a resource centre for business information and maintains relevant databases of hospitality firms. To initiate the sample 275 bar managers were contacted through mail and out of the total sample only 150 (54.54 %) bar managers responded and agreed to participate in the survey. They represented a mix of industry, size and operation. A survey methodology was chosen because it was deemed to be the most efficient way of reaching a large number of respondents. Table 1 presents the number and percentage of respondents for this study.

Research instruments

Bar service operation practices: the research used existence of 59 bar service operation practices (see Table 2) measured on a Likert-type 5-point scale ranging from 1=strongly

Table 1. Distribution of sample according to hotel characteristics (N=150)

Category of hotels	Number	Percentage
3 star	34	22.66
4 star	44	29.33
5 star	59	39.33
5 star Deluxe	13	08.66
Years of Existence		
≤ 5	42	28.00
6 – 10	63	42.00
11 – 15	26	17.33
16 – 20	15	10.00
≥ 21	4	02.66
Capital (in million Rs)		
≤ 100	11	39.5
101 – 300	16	33.5
301 – 500	21	12.0
501 – 1000	36	08.5
≥ 1001	66	06.5
Employees (numbers)		
≤ 50	37	36.5
51 – 100	43	31.0
101 – 200	31	17.5
201 – 300	21	09.5
≥ 301	18	05.5
Type of ownership		
Chain	108	72
Individuals	42	28

agree 5= strongly disagree for usages. The scale includes the various attributes of bar service operation practices as discussed in the literature.

Table 1 presents the distribution of sample hotel organisations with respect to the demographics used in the study. In terms of age of the property, 42 (28%) hotels existed for less than 5 years, 63 (42%) existed for 6 to 10 years, 26 (17.33%) existed for 11 to 15 years, 15 (10 %) existed for 16 to 20 years and another 04 (02.66%) for more than 21 years. This shows that most hotels have already established their names in the market, gained stability in the society, and indeed is part of a growing hospitality industry. In terms of capital, 11 (39.5 %) hotels spend less than 100 million, 16 (33.5 %) spend 101-300 million, 21 (12 %) spend 301-500 million, 36 (08.5 %) spend 501-1000 million, 66 (06.5%) spend more than 1001 million. In terms of size of employment, there are 37 (36.5 %) hotels have less than 50 numbers of employees, 43 (31%) have 51 to 100 employees, 31 (17.5%) have 101 to 200 employees, 21 (09.5 %) have 201-300 employees and

18 (5.5 %) have more than 301 employees working with the organizations. The findings denote that the number of employees was largely dependent on the organizational set-up of the hotels and the services offered. Finally most hotel organisations are 108 (72%) chain properties.

RESULTS AND DISCUSSIONS

The level of implementation of bar service operation practices of Indian hotels is presented in Table 2. The results show that hotels in India have a “Very High” (X=3.69) level of bar service operation practices. They consider ‘Bar counter service makes a guest more satisfied’ (X=5.12, SD=0.68), ‘Correct garnish invoking interest in the drink’ (X=4.40, SD=0.70), ‘Standard operating procedure ensures that the product and service is consistent’ (X=4.20, SD=0.77), ‘Innovative cocktails on the online menu attracts the guest’ (X=4.40, SD=0.75), ‘Flaring attracts the guest and gets repeat orders’ (X=3.92, SD=0.80), ‘Clearing ash tray by capping

Table 2. Bar Service Operation Practices of Indian Hotels

Items	Mean	SD	Scale
• Bar counter service makes a guest more satisfied	5.12	0.68	Always
• Thorough knowledge of the menu creates an positive image on guest mind	4.42	0.79	Always
• Correct garnish invoking interest in the drink	4.40	0.70	Always
• Standard recipe are used to ensure consistency	4.14	0.70	Always
• Presentation of bottle makes customer delight	4.20	0.72	Always
• Up selling helps to reach revenue goals	3.00	0.70	Always
• Non Chargeable Bar Order Ticket is used for the complimentary drinks	3.40	0.71	Oftentimes
• Suggesting a complimentary drink if a guest is not satisfied with the service	3.42	0.71	Oftentimes
• Wine chiller is used for serving wine by bottle	3.38	0.70	Always
• Match box given along with cigarette packet creates an impact on guest mind	3.40	0.71	Always
• Point system of Tipping attracts the competent workers and motivate the employees	3.18	0.70	Always
• Service of beverage at correct temperature makes a customer delight	3.36	0.77	Always
• Bar order ticket is used to control bar frauds	3.09	0.75	Oftentimes
• Perpetual and physical inventory is the best tool for beverage control	3.40	0.71	Always
• Complimentary drinks are given to ladies on a particular fix day	3.45	0.66	Oftentimes
• Computerized Beverage dispensing equipment improves the portion control	3.80	0.72	Always
• Beverage served in a sequence and to the correct guest makes a customer more satisfied	3.96	0.74	Always
• Serving the Guest within the Estimated time given to the guest makes a guest delight	3.10	0.80	Always
• Measured pouring holds lots of importance in making a guest satisfied	3.95	0.73	Always
• Mechanical pourers helps in fast pouring and reduce the spillage	3.90	0.66	Always
• Standard operating procedure ensures that the product and service is consistent	4.20	0.77	Always
• The way in which the drink is presented to the guest helps in getting repeat orders	3.30	0.74	Oftentimes
• Effectively managing tables reduce customer waiting time which leads to customer satisfaction	3.93	0.80	Always
• Mise-en-scene plays an important role in buying decision	3.92	0.79	Oftentimes
• Dress code help to improve the ambience of an outlet	3.70	0.72	Always
• Happy hours programs helps to earn more revenue	3.80	0.67	Oftentimes
• Well brands are used for cocktails for cost control	3.10	0.74	Always
• Call brands only be served on guest request	3.75	0.77	Oftentimes
• Alcohol is not served to minors	3.30	0.70	Always
• Server are usually refuse to serve alcohol to intoxicated guest	3.73	0.72	Oftentimes
• Complimentary mixes served with the liquor makes a guest satisfied	3.10	0.80	Always
• Music plays an important role in bars	3.40	0.71	Always
• Organising events on the weekends helps you to generate more revenue	3.10	0.80	Always
• Innovative cocktails on the online menu attracts the guest	4.40	0.72	Always
• Use of chilled glasses for cocktails makes a guest delight	4.42	0.79	Always
• Point of Sale system provide the valuable information about the performance of the company	5.12	0.68	Oftentimes
• Suggestive selling is the way to improve operational performance and customer satisfaction	4.14	0.70	Always
• Lighting of cigar by the bar staff makes a guest satisfied	3.90	0.66	Always
• Correct laundry procedure helps in the smooth function of operation	4.40	0.70	Oftentimes
• Point of Sale lead to better service experience and providing convenience to guests	3.30	0.74	Always
• Quality is given more importance than quantity in your outlet	3.96	0.77	Always
• Teamwork helps to run the operation effectively	4.20	0.72	Always

• Flaring attracts the guest and gets repeat orders	3.92	0.80	Always
• Personal selling helps to build long term relationships with guests	3.10	0.79	Always
• Guest comment card is used for improving the standard of service	3.45	0.66	Always
• Bar order ticket is generated for every order	3.18	0.74	Oftentimes
• Proper selection of glassware is important for quality service and for proper control	3.00	0.70	Oftentimes
• Specified sequence is followed in preparation of drinks	3.90	0.66	Always
• Placing the stirrer along with the drink makes a guest satisfied with your service	3.73	0.77	Always
• Using proper etiquette and expressions while handling telephone call	3.40	0.71	Always
• Cover charge policy helps in generating revenue for your bar	4.14	0.70	Always
• Membership cards for the guest helps in sales promotion	3.38	0.70	Oftentimes
• Complimentary snacks such as peanuts, pretzels and chips served along with the drink helps in getting repeat orders	3.90	0.66	Always
• First in first out method is the way for inventory control of items that have expiration dates	4.20	0.72	Oftentimes
• Using cheapest ingredients first in cocktail preparation helps in avoiding wastage	3.00	0.70	Always
• Clearing ash tray by capping method appeals to the guest	4.14	0.68	Always
• Establishing the par stock helps in smooth functioning of operation	3.42	0.71	Oftentimes
• Service of alcohol is strictly banned after the closing timing	2.45	0.70	Always
• Coaster placement helps in order taking for groups	3.73	0.77	Always
• Overall mean	3.69		

method appeals to the guest', ($X=4.14$, $SD=0.68$), 'Use of chilled glasses for cocktails makes a guest delight' ($X=4.42$, $SD=0.79$), 'Measured pouring holds lots of importance in making a guest satisfied' ($X=3.95$, $SD=0.73$), 'Mechanical pourers helps in fast pouring and reduce the spillage' ($X=3.90$, $SD=0.66$), 'Beverage served in a sequence and to the correct guest makes a customer more satisfied', ($X=3.96$, $SD=0.74$), 'Computerized Beverage dispensing equipment improves the portion control' ($X=3.80$, $SD=0.72$). These are the main bar service operation practices to be considered in the operation of the bar business in order to attract and retain loyal customers. According to the Bar Managers time and quality of the hotel must always be monitored to ensure the quality of service and satisfaction of their customers but also for the benefit of their employees as well.

Summarising the findings above it may be said that the set of practices like 'Bar counter service makes a guest more satisfied', 'Standard operating procedure ensures that the product and service is consistent', 'Innovative cocktails on the online menu attracts the guest', 'Flaring attracts the guest and gets repeat orders', 'Use of chilled glasses for cocktails makes a guest delight', 'Mechanical pourers helps in fast pouring and reduce the spillage', 'Beverage served in a sequence and to the correct guest makes a customer more satisfied', may constitute the most important bar service operation practices in the Indian hotel industry. In light of these results H1 may be accepted, supporting that there is a set of bar service operation practices in the Indian hotel industry that is of most importance.

In order to assess the relationship between some of the controls (or demographic variables) and application of bar service operation practices, or in other words to be able to test Hypothesis 2, bivariate analysis was performed. The results of this analysis indicate that all means are much above level 4 in the 5-level Likert scale. Table 3 shows descriptive statistics and correlation between demographic variables and bar service operation practices. It further indicates the correlation between a hotel with respect to bar service operation practices and demographic features. With respect of capital employed highest mean has been recorded. Whereas in case of number of employees employed negative correlation has been found. The dimensions of 'chain category' and 'no. of employees' found to be statistically significant on all bar operation variables. In the light of these results, regarding Hypothesis 2, we found that there is a positive relationship between bar service operation practices and categories and there is no relationship between bar service operation practices variables and capital and employees.

Table 3 provides the correlation between the dependent variable of perceived bar service operation practices and the independent variables of specific hotel characteristics which are positive, ranging from 0.10 to 0.97 and significant. Consistent with prior work, this result provides preliminary support for the first hypothesis. The magnitude of the correlations is generally small to moderate, however, potentially pointing out the difference about the substantive importance of some bar service operation practices over

Table 3. Descriptive statistics and correlations

	Mean	SD	1	2	3	4	5	6	7
Hotels	7.38	3.97	1.00						
Bar service operation practices	5.80	0.54	0.74*	0.19	1.00				
Capital (in million Rs)	6.85	0.97	0.96**	0.11	0.10	1.00			
Sales (millions Rs.)	2.88	0.70	0.66*	0.12	0.15	0.10	1.00		
Ages(years)	3.73	0.32	0.50	0.41	0.01	0.01	0.03	1.00	
Number of Employees	3.56	0.70	0.74*	0.63	0.07	-0.05	0.11	-0.43	1.00

Note: ***p , .001 (2-tailed); **p , .01 (2-tailed); *p , .05 (2-tailed)

others. This result also provides initial support for the second hypothesis.

Thus, the resultant correlation coefficients are reported that all significant correlations are positive, highly significant and in most cases their values are rather high. In light of these results we may accept H2.

CONCLUSION

The scope of this paper was two-fold purpose: First, to explore bar service operation practices in the Indian hotel industry and to investigate whether these services in the Indian hotel organisations depend on the demographic characteristics.

In general, it emanates that bar service operation practices are little bit used in the industry however the concept is widely talked in the hospitality industry rather it has a profound impact on the revenue management and quality of service. This study investigates several new bar service dimensions, which have never been tested before in hospitality literature. These new aspects reflect new insights from services research. The hospitality management literature review shows a deep void in the context of bar service operation practices. Hotel organisations have to continuously develop new bar services operation practices in order to be successful and the results of these and further investigations will be of potential value to hotel and generally hospitality managers, as it will enable them to focus on beverage services more strategically and professionally.

According to H1: the findings of the study identified that the set of practices like 'Bar counter service makes a guest more satisfied', 'Standard operating procedure ensures that the product and service is consistent', 'Innovative cocktails on the online menu attracts the guest', 'Flaring attracts the guest and gets repeat orders', 'Use of chilled glasses for cocktails makes a guest delight', 'Mechanical pourers helps in fast pouring and reduce the spillage', 'Beverage served in a sequence and to the correct guest makes a customer more satisfied', may constitute the most important bar service operation practices in the Indian hotel industry.

According to demographic findings, or H2: results indicate that there is a negative association between age, capital, and size, and mostbar service operation practices variables these results reveal that the hotels having large amount of capital and large number of employees rated more importance of bar service operation practices as compared to other hotels.

The study had two limitations; first, the sample was drawn from a small number of hotel organizations. For a better understanding of the bar service operation practices a larger sample size was required. Most of the study of this nature involves organizations as the unit of analysis. Second: beyond conceptualizations of the food and beverage service practices, research is needed that more explicitly considers several sampling issues that are likely to impact the reliability and validity of empirical investigations.

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