Evaluating the Attendants' Performance of Guest Room Service
Department: Applied to Four-Star Hotels in Cairo
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Abstract
Room service is considered as an important issue in hotel industry. It represents the wishes of guests, which were increased in recent years as a result of guest desire of more luxury and time saving. It also represents the desire of food and beverage managers in maximizing their department income. So that, many hotels established room service department and worked on the employees selection at the highest level of professional and practical expertise and equipped them with up to date skills through continuous training in addition to providing modern equipment and tools to help them work efficiently and effectively.

This study aims to help food and beverage managers in maintaining room service attendant's performance, by grasping their attention to the room service attendants' weaknesses in dealing with guests, handling food and beverage, hygienic practices, and use of sales techniques.

Findings presents the evaluation of room service attendants' performance from two points of views (food and beverage managers and hotel guests) to find the differences and agreements in their evaluation of the hotels' room service attendant's performance.

The study revealed that food and beverage managers should pay attention to room service attendants' skills concerning (Use of foreign language and work terminologies, their ability to suggest suitable food items, the technique used when asking to enter guest room and practicing in room food and beverage service, their personal hygiene and cleanliness practices).

Key Words: Room Service attendants, performance Evaluation, attendant's communication skills, attendant's operational skills, attendant's marketing skills, attendant's hygienic skills.

Introduction
Hotel room service satisfies the customer needs while staying at hotel's room. Customers want to eat what they want, when they want and we must satisfy this customer needs (Payne-Palacio & Theis, 2015). So, most luxury and full service hotel offer a 18-24 hour room service through menus provided in guest rooms (Tsang & Qu, 2000).

Hotels' room service works in similar ways to regular restaurant service, customer places an order, order takers send room service orders to the kitchen, where the kitchen staff prepares the meal, and covers it with lids or any other
type of covers and places it on special room service carts or trays to be delivered. Then the room service attendant prepares the cart, and makes sure that the guest has everything he may need, and then delivers it to the hotel room. And when the room service attendant arrive the guest room with the meal, the guest may ask him to set up and serve the meal (Downey, 2015).

**Room Service Challenges**
During this process, room service attendants facing difficult types of challenge (Walker, 2008). Operating challenges like delivering correct orders on time especially for breakfast orders (Brown and Hepner, 2000), Planning challenges like planning the schedule according to the work load and how many different types of set-ups will be required (Miller and Karen, 2007), menu challenges as the room service menu requires careful planning, food items included in room service menu must not only keep its presentation, but it must also have Longevity (Davidson, 2010). And organizational challenge gives the meaning of (maise- en –place) arranging everything in correct place, and ready for action (Dale and Clarke, 2010).

**Reasons of Offering Room Service**
Mullins (2000) Classified the reasons for offering room service as reasons for hotels and reasons for Guests, Reasons for Hotels includes (generating more revenue, gaining guest satisfaction, positioning the hotel in the market, targeting certain market segments such as business travelers and disabled guests). And reasons for guests include (privacy, saving time, eating with casual clothes, romantic reasons, guest habit concerning start a day with a tea in bed, and privacy conservation).

**Room Service Attendants Skills**
Room service operation requires special skills to be maintained in room service attendants, previous literatures classified these skills to:

**Communication Skills**
Martinaitis, (2014) indicated that, Communication skills consist of three categories; human skills, conceptual skills, and technical skills. Then add that; human skills are those interpersonal skills needed to be able to manage a group of people or interact in a one-on-one format, while conceptual skills are the planning and visioning skills needed by managers for making decisions and forecasting, and Technical skills: are detail-oriented skills that are required for entry the level of managers. An example is calculating food cost in a restaurant. Pont (2014) described the communication skills needed by room service attendants to develop good working relationships with customers and employees
saying that; "Room service attendants must be able to use foreign language, and use the right terminologies to be more effective for dealing with different guests".

**Operational Skills**
The room service attendant serves all food and beverage items to guest rooms according to established procedures so that Guido, (2006), and Ninemeier (2008) assured that room service attendants should be professionals and described the meaning of professionals as persons working with extensive knowledge and skills.

Rachel (2011) explained that, room service operational skills cover two jobs; order taker and room server:

Order takers operational skills including: how to take orders (ask questions about how they want meat cooked or side dishes; write the order on the white board in the office or enters it into the computer and completed some paperwork at the end of the shift) (Macmillan, 2009 and Rachel, 2011).

And room servers' operational skills includes: using a good technique when they want to enter guest room, setting up trays, trolleys and tables, serving the right order as requested, collecting tables and trays from the hallways (Macmillan, 2009 and Rachel, 2011) and practicing in room food and beverage service (Ninemeier, 2008).

**Marketing Skills**
As per (Miller & Karen, 2007) described the marketing skills needed for room service attendants as a soft-selling or suggestive selling skills, which means a sales technique where the employee asks the customer if they would like to include an additional purchase or recommends a product which might suit the client. And add that suggestive selling is used to increase the purchase amount of the client and revenues of the business.

Suggestive selling is an art. When done properly, guests never know that the server is artfully guiding them toward a higher check average.

Lankershim, (2008) summarized the steps of this technique as following:

1. Make sure you compliment the guest on their selection if the guest orders a great dish. Guests are nervous when ordering a dish, especially if it is expensive or unusual. Put their mind at ease by saying, ‘that is a great selection’ or, ‘the New York Strip is my favorite as well’.
2. Use positive words to (describe food items at the menu and every dish), you do not just have a burger; you have a ‘terrific half pound grade a burger cooked to perfection with your choice of toppings.’
3. Make (suggest for suitable food items), suggestions based on items that are your favorite dishes. Do not recommend a dish that you have not personally eaten. If you have not sampled every item on your menu, you should not be answering the phone.

4. Suggestive selling is, specifically asking, ‘would you like to start with an appetizer such as our fresh shrimp cocktail or our famous red hot buffalo wings?’

**Hygienic skills**
One of the most critical issues for room service attendants is their personal hygiene. That is why some operations require job applicants to pass a physical examination before hiring their room service attendants.

Cichy (2004) emphasized that room service attendant uniform must be well cleaned and well maintained, and add that they should change their clothes by their work uniforms after arriving at the workplace; thus minimizing possible contamination from street clothes. He also assured the importance of a frequent hand washing while working.

In addition; Verner, (2006) indicated that room service attendant must be aware of food safety and cleanliness practices, and add that training in food safety is absolutely critical, particularly for supervisors and managers.

And Andrews (2008) mentioned that room service attendants must keep their hands and exposed portions of their arms clean, and assured that room service attendants should wash their hands before beginning or returning to work.

- After touching human body parts.
- After using the toilet room.
- After caring for or handling animals.
- After coughing, sneezing, using a handkerchief or disposable tissue, using tobacco, eating, or drinking.
- After handling soiled equipment or utensils.
- During food preparation, as often as necessary to remove soil and contamination and prevent cross-contamination when changing tasks.
- When switching between working with raw foods and working with ready to eat food.
- Before wearing gloves for working with food.
- After engaging in other activities that contaminate the hands.

Palacio and Theis (2012) explained why they must keep their hands and exposed portions of their arms clean saying that, room service attendants are an important source of infection or intoxication –causing microorganisms in foods. Attendant
is a carrier person, an infected person is one in whose body the specific pathogens of a disease are lodged and have produced of illness.

Methodology

Research Problem
Although the room service department is an integral part of the hotel food and beverage operation, it has been noticed recently that most four star hotel concentrate their efforts in generating revenue on other outlets such as main restaurant, coffee shop and entertainment facilities, therefore we must pay more attention to the hotel room service as a tool for improving food and beverage revenue. and that will force food and beverage managers to face the challenge of preparing their room service attendant to deal with the different types of guests and satisfy their needs.

The Aim of the Study
This study aims to give guidelines to food and beverage managers in four star hotels in Cairo concerning what is needed to improve the room service attendant skill.

Objectives of the Study
1. Highlight the importance of room service for hotels and for guests.
2. Evaluate the four star hotels' room service attendant's skill and identify what is needed to improve their skills.
3. Recommend specific actions to improve room service attendant's skill in the four star hotels in Cairo.

Research Population
This study presents specific the room service attendants' skills evaluation from two points of views (food and beverage managers and hotel guests). So that; this research population includes the four star hotels food and beverage managers and guests.

Research sample
According to the 33th edition of the Egyptian hotel guide (2012-2013); there is 18 four star hotels in Cairo, all these hotel were surveyed, the researcher did not use any sampling for selecting the hotel food and beverage managers, but a random sample were used to select the hotels' guests included in this study, and to assure that this sample represent all the four stare hotels' guests, the number of guest questionnaire form used from each hotel represents 1:15 of the hotel number of rooms.
Table 1: Cairo Four Star Hotel, and number of guest questionnaire

<table>
<thead>
<tr>
<th>No</th>
<th>Hotels Name</th>
<th>No of Rooms</th>
<th>No of questionnaire</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Amarante Pyramids Hotel</td>
<td>153</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Barcelo Three Pyramids Hotel</td>
<td>236</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Cataract Hotel</td>
<td>398</td>
<td>26</td>
</tr>
<tr>
<td>4</td>
<td>Radisson Blu Hotel</td>
<td>427</td>
<td>28</td>
</tr>
<tr>
<td>5</td>
<td>ZOSER Hotel</td>
<td>377</td>
<td>25</td>
</tr>
<tr>
<td>6</td>
<td>Flamenco Hotel</td>
<td>174</td>
<td>11</td>
</tr>
<tr>
<td>7</td>
<td>Stay Bridge Hotel</td>
<td>140</td>
<td>9</td>
</tr>
<tr>
<td>8</td>
<td>Hilton Cairo Hotel</td>
<td>104</td>
<td>6</td>
</tr>
<tr>
<td>9</td>
<td>Hilton Zamalek Hotel</td>
<td>164</td>
<td>10</td>
</tr>
<tr>
<td>10</td>
<td>Novotel 6th Of October</td>
<td>195</td>
<td>12</td>
</tr>
<tr>
<td>11</td>
<td>NovotelAirportHotel</td>
<td>207</td>
<td>14</td>
</tr>
<tr>
<td>12</td>
<td>Om Kolthoom Hotel</td>
<td>105</td>
<td>7</td>
</tr>
<tr>
<td>13</td>
<td>Shepheard Hotel</td>
<td>302</td>
<td>20</td>
</tr>
<tr>
<td>14</td>
<td>MAADI Hotel</td>
<td>147</td>
<td>9</td>
</tr>
<tr>
<td>15</td>
<td>The OASIS Hotel</td>
<td>298</td>
<td>19</td>
</tr>
<tr>
<td>16</td>
<td>GrandPyramids Hotel</td>
<td>238</td>
<td>15</td>
</tr>
<tr>
<td>17</td>
<td>Al .Nabila Hotel</td>
<td>220</td>
<td>14</td>
</tr>
<tr>
<td>18</td>
<td>Baron Hotel</td>
<td>126</td>
<td>8</td>
</tr>
</tbody>
</table>

Data Collection
Two questionnaire forms were designed to be used in collecting this research date, the first targeted food and beverage managers, and the second target hotels guests. Data collecting process extended from 20-2 to 20-8 2014, it was gathered, fed into computer, and analyzed using Spss Ver, 16.

Results and Discussion
The study evaluates the room service attendants' skills in the four stars hotel in Cairo. Two points of views were included (food and beverage managers and hotel guest to find the differences and agreements in opinions and identify the real significant skills that needs to be improved.

Response rate
The first questionnaire form which targeted food and beverage managers, 18 questionnaire form were distributed and all of them responded to this questionnaire, response rate = 100%.

The second questionnaire form which targeted the four star hotels' guests, 600 questionnaire form were distributed and after collecting these forms and refining it, only 258 questionnaire form were used in this research, response rate = 43%.

![Figure 1: Guest Response Rate](image)

The importance of room service

First for Hotels

The study revealed that four star hotels in Cairo offer room service for four different reasons, as 38% of food and beverage managers in these hotels indicated that they offer room service to generate more revenue, while 27% of them assured that they offer room service to gain guest satisfaction, 23% of them offer room service to positioning the hotel in the market, and 12% offers it to target certain segments of guests (Figure 1).

![Figure 2: The importance of offering room service for hotels](image)
For hotel guests
On the other hand, the study also revealed that guests of four star hotels in Cairo prefer to have room service for four different reasons, as (59%) of these hotels' guests prefer room service for saving time, While (27%) of them prefer it because they like eating meal with casual clothes, (10%) prefer it to have privacy conservation, and at last; only (4%) of these hotels' guests prefer taking meal in the room for romantic reasons (figure 3). That's agreed with Mullins (2000) who mentioned these four reasons.

![Figure 3: The importance of offering room service for hotel guests](image)

Room Service Attendants' skills
The study investigated the four star hotels' food and beverage managers and guests about their evaluation of room service attendants' skills. The same likert scale question was included in the food and beverage manager's questionnaire and guest's questionnaire to determine the extent of their agreement in opinions regarding the evaluation of room service attendants' skills.
In this question, room service attendant's skills were divided to four types of skills, and each skill were evaluated using a five points likert scale (unsatisfying = 1 - accepted = 2 – satisfying = 3 - good = 4 - Excellent = 5)

Communication Skills

<table>
<thead>
<tr>
<th>Communication Skills</th>
<th>Sig (P Value)</th>
<th>Mean Manager</th>
<th>Mean Guest</th>
<th>(df)</th>
<th>(t)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Using foreign Language</td>
<td>0.00</td>
<td>2.78</td>
<td>3.66</td>
<td>232</td>
<td>4.029</td>
</tr>
<tr>
<td>Using the right terminologies.</td>
<td>0.002</td>
<td>3.72</td>
<td>2.92</td>
<td>3.503</td>
<td>18.262</td>
</tr>
</tbody>
</table>
According to table (2) which displays the result concerning the managers' and guests' evaluation of room service attendants' communication skills, the study revealed that:

First; there is a significant variance between managers' evaluation and guests' evaluation of room service attendants' use of foreign language (P value = 0.00), managers evaluate room service attendants' use of foreign language as satisfying (Mean = 2.78), while guests evaluate room service attendants' use of foreign language as good (Mean = 3.66), this variance may refers to that food and beverage managers evaluate the perfect use of the specialized language that they were trained, while guests are only need to understand the language used by room service attendants. So that the managers view must be respected in this skill and more attention should be given to the room service attendant's ability to use foreign language.

Second; there is also a significant variance between managers' evaluation and guests' evaluation of room service attendants' use of work terminologies (P value = 0.02), as managers evaluate it as good (Mean = 3.72), while guests evaluate it as satisfying (Mean = 2.92), and this variance may refers to that guests do not know the room service work terminologies and this skill could be evaluated only depending on managers opinion.

These results emphasize the view of Pont, (2014) who argued the importance of the communication skills for room service attendants saying that "room service attendant must be able to use foreign language and use the right terminologies to be more effective in dealing with different guests".

**Operational Skills**

Table 3: Compare Means analysis of room service attendants' operational skills

<table>
<thead>
<tr>
<th>Operational Skills</th>
<th>Sig (P Value)</th>
<th>Mean Manager</th>
<th>Mean Guest</th>
<th>(df)</th>
<th>(t)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Using a good technique when asking to enter guest room</td>
<td>0.925</td>
<td>3.22</td>
<td>3.21</td>
<td>232</td>
<td>0.095</td>
</tr>
<tr>
<td>Setting up Trays or trolleys used in service</td>
<td>0.337</td>
<td>3.94</td>
<td>3.82</td>
<td>232</td>
<td>0.963</td>
</tr>
<tr>
<td>Using the right service ware and utensils.</td>
<td>0.706</td>
<td>3.83</td>
<td>3.75</td>
<td>18.054</td>
<td>0.384</td>
</tr>
<tr>
<td>In room service skills.</td>
<td>0.000</td>
<td>2.61</td>
<td>3.55</td>
<td>4.509</td>
<td>232</td>
</tr>
<tr>
<td>Serving the right order as requested.</td>
<td>0.234</td>
<td>4.11</td>
<td>3.89</td>
<td>17.731</td>
<td>1.233</td>
</tr>
<tr>
<td>Serving order in time</td>
<td>0.001</td>
<td>3.78</td>
<td>2.86</td>
<td>18.520</td>
<td>3.794</td>
</tr>
</tbody>
</table>
According to table (3), that displays the result concerning the managers' and guests' evaluation of room service attendants' operational skills, the thesis showed that:

First: there is no significant variance between managers' evaluation and guests' evaluation of four skills of the room service attendants' operational skills;

The technique used when asking to enter guest room (P value = 0.925), they evaluated it as satisfying (Managers mean = 3.22 and Guests mean = 3.21). That means that food and beverage managers should pay more attention to train their staff on the technique used when asking to enter guest room. This result agreed with Macmillan, (2009) who emphasized that room service attendant should be trained on various aspects of the job operational skills including how to use a good technique when they want to enter guest room.

The ability to setup trays and trolleys used in service (P value = 0.337), both of them evaluated it as good (managers mean = 3.94 and guests mean = 3.82), these results also agreed with Macmillan (2009) and Rachel (2011), they said that room service attendants must be able to setting up trays, trolleys and tables used in room service operations.

The ability to use the right service ware and utensils in room service (P value = 0.706), they evaluated it as good (managers mean = 3.83 and guests mean = 3.75), that agrees with Williams (2015) who explained that room service Attendan should be able to provide guests with the required right service ware, utensils, dishes and amenities).

Serving the right order as requested (P value = 0.234), managers and guests evaluated it as good (managers mean = 4.11 and guests mean = 3.89), these results agreed with Macmillan, (2009) added the ability of serving the right order as requested as one of the skills that room service attendants must have.

On the other hand, the thesis assured that there is a Significant Variance between managers' evaluation and guests' evaluation of two of the room service attendants' operational skills:

Practicing in room food and beverage service (P value = 0.02), Managers evaluate the room service attendants' ability to practice in room food and beverage service as satisfying (Mean = 2.61), while guests evaluate it as good (Mean = 3.55), this variance in opinion may refers to that food and beverage managers training their staff to practice specific in room food and beverage service techniques, and they evaluate to what extent room service attendant perform these techniques, while guests need only to have their order in room no more. So that more attention should be given to the room service attendant ability to practice in room service, and that is agreed with Ninemeier (2008), He assured that room service attendants should be qualified at practicing in room food and beverage service.
Serving order in time (P value = 0.01), managers evaluate the room service attendants' ability to serve room service order in time as good (Mean = 3.78), while guests evaluate it as Satisfying (Mean = 2.86). This variance in opinion means that guest needs to have their order in less time than the time estimated by managers. So, we must think in new techniques or equipment that could be used to minimize the time required prepares and serves meals in guest rooms. This was mentioned by Naidoo (2012) who indicated that room service attendants must be serving the order in the time, and managers can depend on Nykiel (2005) who gives service guidelines could be considered to reduce service time.

Marketing Skills

Table 4: Compare Means analysis of room service attendants' marketing skills

<table>
<thead>
<tr>
<th>Soft selling skills</th>
<th>Sig (P Value)</th>
<th>Mean (df)</th>
<th>(t)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness of food items included in room service menu.</td>
<td>0.348</td>
<td>4.11</td>
<td>3.94</td>
</tr>
<tr>
<td>Describing food items.</td>
<td>0.267</td>
<td>3.83</td>
<td>3.67</td>
</tr>
<tr>
<td>Suggesting suitable food items.</td>
<td>0.002</td>
<td>3.94</td>
<td>3.20</td>
</tr>
</tbody>
</table>

According to table (4), that displays the result concerning the managers' and guests' evaluation of room service attendants' marketing skills, the study assured that:

First; there is no significant variance between managers' evaluation and guests' evaluation of room service attendants' awareness of food items included in room service menu (P value = 0.348), both of managers and guests evaluated it as good (managers mean = 4.11 and guests mean = 3.94), and this results support Lankershim (2008) who say that room service attendants should know the menu well enough to ask the right questions to identify the items required specifications, and to answer the guest questions concerning this Item.

Second; there is no significant variance between managers' evaluation and guests' evaluation of room service attendants' ability to describe food items included in room service menu (P value = 0.267), they evaluated it as good (managers mean = 3.83 and guests mean = 3.67), this results also agreed with Lankershimi (2008) who argued the importance of using positive words to describe food items included at the menu.

Third; there is a significant variance between managers' evaluation and guests' evaluation of room service attendants' ability to suggest suitable food and beverage items (P value = 0.02), managers evaluate it as good (Mean = 3.94), while guests evaluate it as satisfying (Mean = 3.20). This variance means that
room service attendant ability to use the techniques suggested by food and beverage managers to perform this task are good, but this technique don't meet the customers' needs, they evaluates it as satisfying. So that hoteliers must think of new techniques and tools to improve the room service attendant skill in suggesting suitable food/beverage items for all guests.

The importance of developing this skill was emphasized by Lankershim, (2008) who said that "shortage in that field - suggesting suitable food/beverage items for all guests - must be full field by hotel management, this importance also emphasized by Susie Ross, (2015) who mentioned that "The server must be able to suggest suitable food items for guests".

**Hygienic Skills**

Table 5: Compare means analysis of room service attendants' Hygienic skills

<table>
<thead>
<tr>
<th>Hygienic skills</th>
<th>Sig (P Value)</th>
<th>Mean Manager</th>
<th>Mean Guest</th>
<th>(df)</th>
<th>(t)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Care about their personal hygiene.</td>
<td>0.000</td>
<td>4.00</td>
<td>3.06</td>
<td>232</td>
<td>4.888</td>
</tr>
<tr>
<td>Maintaining food safety and cleanliness practices.</td>
<td>0.000</td>
<td>3.78</td>
<td>2.64</td>
<td>18.050</td>
<td>5.049</td>
</tr>
</tbody>
</table>

According to table (5) that displays the result concerning the managers' and guests' evaluation of room service attendants' Hygienic skills, the study assured that:

First; there is a significant variance between managers' evaluation and guests' evaluation of room service attendants' care about their personal hygiene (P value = 0.00), managers evaluate it as good (Mean = 4.00), while guests evaluate it as satisfying (Mean = 3.06). This variance may refer to that; the guests' requirements of attendants' personal hygiene exceed the food and beverage managers' expectations. So that; food and beverage managers should develop a higher level of personal hygiene requirement to meet the guest needs of room service attendants personal hygiene.

Second there is a significant variance between food and beverage managers' evaluation and guests' evaluation of room service attendants' ability to perform food safety and cleanliness practices (P value = 0.00), managers evaluate it as good (Mean = 3.78), while guests evaluate it as satisfying (Mean = 2.64). This variance refer also to that guests requirements of attendants' food safety and cleanliness practices exceeds food and beverage managers' expectations about these practices. So; food and beverage managers should improve the food safety and cleanliness practices used by room service attendants. Verner, (2006) assured the importance of these practices, he said that room service attendant must be aware of food safety and cleanliness practices.
Conclusion
A). The importance of room service
Four star hotels in Cairo offer room service for four different reasons:
- Generating more revenue.
- Gaining guest satisfaction.
- Positioning the hotel in the market.
- Targeting certain segments of guests

Guests in four star hotels in Cairo prefer to have room service for four different reasons:
- Saving time.
- Eating meal with casual clothes.
- Privacy conservation.
- Romantic reasons

B). What is needed to improve room service attendants' skills in four star hotels in Cairo?
1). More attention should be given to:
   - The room service attendant's ability to use foreign language.
   - The technique which room service attendants use when asking to enter guest room.
   - The room service attendant ability to practice in room service.

2). Food and beverage managers must think in new techniques or equipment that could be used to minimize the time required to prepare and serve meals in guest rooms.

3). Food and beverage managers must think also of new techniques and tools to improve the room service attendant skill in suggesting suitable food/beverage items for all guests.

4). Food and beverage managers have to develop a higher level of personal hygiene requirement to meet the guest needs of room service attendants' personal hygiene.

5). Food and beverage managers have to improve the food safety and cleanliness practices used by room service attendants.

Recommendations
C). Recommended Actions to improve room service skills
   - A well hiring process should be conducted upon hiring new room service attendants, and priorities should be given to age, language and sales skills and personal hygiene.
- Food and beverage managers should pay more attention in the renovation process of room service tools and equipment that could be used for delivering and serving in room food and beverage orders.
- Food and beverage managers have to re-engineering the steps and methods used to prepare, deliver and serve room service orders to ensure that it will be served in time as guest expectations.
- A training department should be established in each four star hotel having well qualified food and beverage trainers to develop and conduct training programs focus on;
  - Use of foreign language and in work terminologies.
  - Techniques could be used in asking to enter guest room.
  - Ability to practice in room service.
  - Maintaining food safety and cleanliness.
  - Maintaining personal hygiene.
- Food and beverage managers must train room service attendants in new suggestive food and beverage items sales techniques that meet the customer needs.

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تقييم أداء العاملين بقسم خدمة الغرف: دراسة تحليلية بالتطبيق على الفنادق الأربع نجوم في القاهرة
رشا شوقى وائل محمود عزيز مجدى عبد العليم
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تمثل خدمة الغرف أحد متطلبات العمل الهمة في المنشآت الفندقية، والتي تعبير عن رغبات الزائرين في الحصول على المزيد من الرفاهية أثناء إقامتهم في المنشآت الفندقية. مع التمتع بميزة توفير الوقت المطلوب للحصول على طلباتهم من الأغذية والمشروبات في الأوقات المختلفة، كما تعتبر هذه الخدمة فرصة مناسبة لتفويض رغبة مديرية الأغذية والمشروبات في تعزيز العائد من أنشطة بيع الأغذية والمشروبات في منشآت الفندق. هذا ما جعل العديد من الفنادق يخصص إدارة مخصصة لإدارة طلبات خدمة الغرف وتزويد هذه الإدارة باعداد من الخبرة والمهارات الفنية مع العمل المستمر على تحسين أداء هذه الإدارة من خلال التدريب على أحدث الأساليب والتكنولوجيات المستخدمة في المجال.

وتجهزها بأخبار المعدات والأدوات المطلوبة لتوفير خدمات مميزة.

لذلك هدفت هذه الدراسة إلى تقديم المساعدة لمديرى أقسام الأغذية والمشروبات بالفنادق في الحفاظ على معدلات أداء مرتفعة للعاملين بخدمة الغرف من خلال تقييم أدائهم من وجهة نظر المديرين والنزلاء مع التركيز على إيجاد حلول مناسبة لتفادي الضعف الناتجة عن هذه الدراسة والتوصية بممارسات محددة لتفكيكها عليها. وقد أوضحت الدراسة أن هناك عدد من المهارات التي يجب العمل على تطويرها في العاملين في بقسم خدمات الغرف منها (مهارات التعامل باللغات الأجنبية وإستخدام المصطلحات المهنية الصحيحة، وطريقة إستانز العاملين قبل الدخول إلى غرف النزلاء، وقذة العاملين على إقتراح أصناف من الأغذية والمشروبات، وطرق تقديم الخدمة داخل الغرف، بالإضافة إلى مهارات العناية بالنظام الشخصي ومظهر الصحة العامة وسلامة وصحة الغذاء).

الكلمات المفتاحية: تقييم الأداء، العاملين بخدمة الغرف، الفنادق المصرية، المهارات التسويقية، مهارات الاتصال، مهارات السلامة والصحة المهنية، مهارات العمل بخدمة الغرف.