

Hotel Maintenance Management Practices

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Abstract

This study investigates hotel maintenance management practices and the barriers in implementing these practices from maintenance managers' viewpoint in the Egyptian 5-star hotels. The study used the comprehensive sample. A total of 160 questionnaires were distributed to the maintenance managers in the Egyptian 5-star hotels. The results indicated that the practices of 'maintenance management plan' and 'maintenance management team' play the most significant role in influencing the maintenance efficiency. The results also indicate that 'insufficient fund for maintenance job' and 'lack of skilled personnel in maintenance departments' are the major barriers responsible for the poor implementation of maintenance management. This study provides guidance and references for better building maintenance management system for Egyptian hotels. It would enable the hotel operators to achieve better maintenance efficiency through various strategies and practices.

Keywords: Maintenance; Practices; Barriers; Hotel; Efficiency

Introduction

Maintenance is the key for providing better built environment to building customers and users. Maintenance of the hospitality building is significant as its effectiveness will directly affect the quality of services, which have direct and significant effect on satisfying customers' wants and expectations. Proper maintenance management is essential for hotel operations for many reasons including [1-12].

To maintain the capital invested, enhance its value and sustain reasonable investment returns:

- To increase safety and security of hotel guests and employees by ensuring the building, services and facilities are safe and fit for use;
- To ensure the availability/reliability of all the assets and services required by the customers;
- To keep or increase market share by satisfying the current or impending guests;
- To conform with the new trends and technology in the market (e.g. the green movement);
- To conserve corporate image, appearance, historical and architectural values;
- To increase the operational stability and efficiency of the facilities and systems;
- To ensure energy expenditure (improving energy efficiency);
- To mitigate the consequences of a natural disaster such as hurricanes and earthquakes;
- To meet governmental requirements like Disability Act, health and safety regulations;
- To carry on with the competition;
- To ensure operation readiness of all equipment required for emergency use at all times;
- To increase the life-cycle of the property and achieve minimum breakdowns or deteriorations.

Unfortunately, the background suggests that maintenance has

been given a very low priority in most organizations. Such a lack of concern results in under-resourcing of maintenance which further affects building performance. Moreover, maintenance performance has been criticized in literature as being inefficient, unsatisfactory, and slow responsiveness for many reasons which include [13-25].

Insufficient proactive maintenance strategies and as a result much of the manpower is wasted in performing the corrective maintenance.

- Maintenance personnel are too focused on technical responsibilities than managerial, social, legal, financial, and inter-departmental communication issues.
- Maintenance performance is generally hard to measure, as it should not only consider quantifiable parameters but also the quality of the performed maintenance and its organization.
- The lack of building maintenance objectives, which are not properly coordinated and not matching with organizational directions. Operators need to maintain brand image which may clash with owners' revenue targets.
- Hospitality facilities requires higher maintenance and renovation cost than residential and industrial buildings, as they are more dynamic, complex, in construction and installation.
- Lack of complete recordkeeping of hotels maintenance activities.
- Rare research on maintenance for hotel facilities.
- There is no unique maintenance strategy suitable for all types of buildings due to different characteristics, such as design, purposes, construction forms, uses, building services ...etc.
- The "African Poor Maintenance Culture". The problem of

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