COMPETENCY AND EFFICIENCY ANALYSIS OF HUMAN RESOURCES IN HOTEL OPERATIONS

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Abstract

It is true that peoples are assets but the fact is that good peoples are assets. Here good people mean the human resources that are competitive and efficient in terms of the industry standards & requirements. The man power which the Industry is hiring for their operational or management need may not always perform as per the expectation and the Training & Development done in the hotels for the employees is not always fruitful. So in this paper an endeavor has been made to trace this issue and find a way to cope with it.

INTRODUCTION

Hotel industry is one of a pioneer sector among service industry. Service which is very peculiar in terms of its characteristics, it is very difficult to make it standardize and to expect from each and every staff to provide a uniform service throughout the hotel. Though many hotels set up their learning and development cell to train the newly recruited staffs and the existing one as well but still there is a huge gap between the expectation and reality. To analyze the competency and efficiency of the human resource in hotels various key elements need to be taken into consideration like the recruitment policies , the work culture, internal training and development, employee satisfaction in terms of remuneration, appraisal and many others.

However demands of specific groups of workers, such as women, students and retirees, also pose challenges in terms of workforce recruiting. (Gruescu, 2007).The high numbers of casual and part-time employees employed within the industries, according to Beech and Chadwich (2006), may make them less inclined to consider the tourism industry as a long-term career option, perceiving it as a fleeting employment. As a result, part-time and casual workers may be hesitant to invest in industry-related training. Baum (1993) has outlined a number of difficulties that literature and practical experience have identified as the primary human resource concerns confronting the hospitality sector on a practical, operational level as well as in the context of broader strategic and policy-oriented discussion. Conducting job analyses, selecting eligible and required applicants, orienting new employees, plans and execution of training and development, controlling pay, offering employee benefits and rewards and so on are examples of these practices and policies Employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition aid and organizational growth are all examples

of human resource development (Heathfield, 2010).

RECRUITMENT

The main reason of the recruiting process is to shelteran adequate extent and excellence of personnel to assist the business in achieving its goals and objectives (Rao, P.Subba, 2011). Recruitment is "the process of locating potential employees and encouraging them to apply for positions within the hotel." Companies had to look for and attract candidates with a good attitude, emotional feelings and other characteristics as a result of globalization and the resulting competitiveness based on quality and service.

RETENTION

Good companies invest a lot in the recruiting process, to train the employee and there is also a huge expectation of the hotels from their employees to perform as per the hotel standard resulting in the guest satisfaction and revenue growth. But due to various factors like the managerial behavior, over work load, low remuneration, unprofessional work culture and various personal reasons also the employee sometime leave the organization but it is the duty and responsibility of the hotel to keep a track and identify the key cause of unsatisfied employees and to motivate and retain them.

TRAINING

As the hotel industry is continuously evolving with lot of technological advancement and due to the globalization the guest demands are quite high in terms of service delivery, product quality. To follow the standard operating procedure the hotels are continuously put their efforts to train and develop the staffs to meet the expectation. It is observed that irrespective of putting a lot of effort the results are not so much apprehensive as various key points like the training is done without doing a training need analysis and sometime the training is done for the sake of doing it.

REVIEW OF LITERATURE

Rhodda (2006) finds that operators have faced an ongoing lack of sufficient staff numbers, high attrition and a consequent high turnover rate. When asked to make any comments they liked about the tourism industry, 66 per cent of operators raised issues around staffing. Furthermore, operators were concerned about the West Coast's significant seasonality, which they said increased their difficulty in retaining skilled workers. They also expressed concerns about the quality of personnel they were able to recruit. Simmons and Fair-weather (2001) also reported that 29 per cent of all jobs in Westland were in tourism. Undoubtedly, the sector is now the largest in the region in terms of both the number of people employed and contribution to household income. For example, by March 2006 the employment growth rate for tourism was 27 per cent or more, including direct and indirect multiplier 69 effects (Hughes, 2006). All these factors clearly illuminate the pressing need for the development of a human resources strategy in tourism in this region. Moves to implement strategies to confront human resource issues in tourism on the national stage have grown in recent years.

CONCEPTUAL FRAME WORK

As there is a need to study and analyze the competencies and efficiency of the human resource working in the hotel to find out the gap between the expectation and the reality regarding the employee performance in Hotels. So there is an urgent need to identify the current scenario of the human resources deployed in the hotel sector, their recruitment process, growth and employee attrition.

OBJECTIVES OF THE STUDY

The objectives of the study are:

1. To assess the existing recruitment, training and retention practices in hotels.

2. To find out the level of satisfaction on the recruitment, training and retention practices of employees in the hotels.

3.   To ascertain the extent to which employees meet their expectations.

HYPOTHESIS

H1:   Recruitment, training and retention practices influence the performance of hotels.

H2:   Recruitment, training and retention practices influence the level of job satisfaction of employees.

H3:   Employee motivation is boosted by job satisfaction, which meets their expectations from their employers.

ANALYSIS

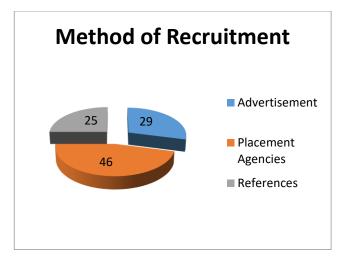Geographical Distribution of Surveyed Organizations & Respondents

Geographical Setting (Cities)	Respondents (Senior Executives)	Respondents (Other Employees)
Area 1	10	70
Area 2	15	30
Area 3	5	40
Area 4	10	20
Total	40	160

Internal Sources	External Sources
Job Posting	Advertisement
Newsletter	Employment Agencies
Employee Referral	College/University
Recommendation	Internet

METHOD OF RECRUITMENT

Method	Number	%
Advertisement in Print and other Media	7	29.17
Through Placement Agencies	11	45.83
Through References	6	25.0
Total	24*	100

* Multiple Response (N=15)

Method of Recruitment

Method of Recruitment — Advertisement 29, Placement Agencies 46, References 25

FREQUENCY OF RECRUITMENT IN A YEAR

Frequency	Number	%
Once in three months	2	13.33
Once in six months	2	13.33
Once in a year	3	20.00
When required	8	53.34
Total	15	100

CRITERIA OF SELECTION

Criteria	Number	%
Qualification	4	12.50
Industry experience	12	37.50
Appealing personality	2	6.25
Performance in the interview	6	18.75
Strong reference	4	12.50
Willingness to accept terms	4	12.50
Total	32*	100

* Multiple Response (N=15)

INVOLVEMENT OF EXPERTS IN THE SELECTION INTERVIEW

Experts Involved	Number	%
Always	1	6.67
Quite Often	4	26.67
Sometimes	9	60.00
Never	1	6.66
Total	15	100

Experts Involved	Number	%
More than half have adequate qualification	13	86.66
More than half have adequate experience	15	100

No consideration of Qualification	4	26.67
No consideration of Experience	2	13.33
No. of Organizations	15	--

CATEGORY OF STAFF UNDERGONE TRAINING AFTER RECRUITMENT

Staff Category	Number	%
Executives only	2	13.33
Executives and Supervisors	9	60.00
Supportive staff only	1	6.67
All staff	3	20.00
Total	15	100

METHOD OF TRAINING

Staff Category	Number	%
Only hands on training using internal resources	6	25.00
A structured course work engaging external resources	6	25.00
Training assigned to external agency	3	12.50
No formal course work but mentoring by seniors	9	37.50
Total	24*	100

* Multiple Response (N=15)

ASSESSING TRAINING EFFICACY

Assessment Method	Number	%
Feedback from participants	5	33.33
Observing competency in work	8	53.34
Systematically measuring knowledge & skill	2	13.33
Total	15	100

TRAINING AS A REQUIREMENT FOR PROMOTION

Assessment Method	Number	%
Exposure to training is mandatory	1	6.67
Training is not mandatory but useful	8	53.33
Training has positive contribution to business growth	6	40.00
Total	15	100

RECRUITMENT, TRAINING AND RETENTION PRACTICES

	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.349	3	0.783	6.703	0.000*
Residual	1.401	12	0.117		
Total		15			

*significant at 1 per cent level

The aforesaid findings revealed that Recruitment, Training and Retention practices influence the performance of hotel business. The result is especially significant because it has a value of "zero," which supports Hypothesis 1, i.e. "Hotel business performance is influenced by recruitment, training, and retention strategies."

RETENTION POLICY OF THE ORGANIZATION

Attractions for retention	Number	%
Better pay packages as compared to other similar organizations	4	18.18
Incentives (accommodation conveyance, annual bonus etc.)	2	9.09
Opportunity for career growth like quick promotion	14	63.64
Psychological rewards like recognition through prizes, gifts, paid holidays, etc.	2	9.09
Total	22*	100

*Multiple Responses

REASONS FOR EMPLOYEE SATISFACTION

Reasons	Number	%
Better work environment	6	33.33
Excellent organization culture	8	44.44
Team work, No bossism	4	22.23
Total	18*	100

*Multiple Responses

REASONS FOR EMPLOYEE DISSATISFACTION

Reasons	Number	%
Unable to perform in a team	9	50.00
Unable to improve efficiency	3	16.67
No attitude to adjust	6	33.33
Total	18*	100

*Multiple Responses

MEAN OVERALL JOB SATISFACTION INDEX

Attributes of Job Satisfaction	Mean	SD
I am satisfied with my organization's business activities	4.26	0.56
I am satisfied with the working environment of my organization	4.33	0.56
I am satisfied with my nature of work	4.46	0.68
I am satisfied with my pay package	3.84	0.48
I am satisfied working with my co-workers	4.00	0.92
I am satisfied with working in a team	3.85	0.84
I am satisfied with my Supervisor/Manager	4.07	0.86
I am satisfied with my incentives	3.50	0.64
My family is satisfied	3.94	0.76
I am satisfied with my career development	3.89	0.63
I am satisfied with customer behavior	4.64	0.64
I am satisfied with my self-competency	4.76	0.55
Grand Mean Index	**4.12**	**0.67**

RECRUITMENT, TRAINING AND RETENTION PRACTICES IMPROVE JOB SATISFACTION

	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.57	12	0.298	1.098	0.001*
Residual	23.855	88	0.271		
Total	**27.426**	**100**			

*significant at 1 per cent level

Hypothesis 2, i.e., The data confirm the hypothesis that "Recruitment, Training, and Retention strategies influence employee job satisfaction." As a result, from table above shows the significant value is 0.001 at 1 per cent level justifying that recruitment, training and retention practices improve job satisfaction.

MEAN OVERALL MEETING EXPECTATION INDEX

Attributes of Job Satisfaction	Mean	SD
Promotion	3.64	0.81
Positive feedback on improvement	3.65	0.71
Reasonable expectation from work	3.73	0.76
Appreciation of work	3.66	0.72
Sufficient training	3.70	0.75
Opportunity for training skill application	3.84	0.86
Working with the mentor	3.57	0.71
Opportunity for career development	3.46	0.62
Grand Mean Index	**3.65**	**0.74**

JOB SATISFACTION CONTRIBUTES TO MEETING EXPECTATIONS

	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.390	8	0.299	1.098	0.00*
Residual	25.036	92	0.272		
Total	**27.426**	**100**			

*significant at 1 per cent level

FINDINGS

RECRUITMENT

The 15 hotels surveyed had an average workforce size of around 100 people, putting them in the SME category. About half of these hotels employed staffing agencies to find workers. They didn't have regular hiring demands; instead, more than 59 percent hired employees as and when they were needed. More over half of these said they had only recently hired new employees. The incumbent's industry experience was accorded top priority, followed by his or her interview performance. Subject experts were only invited to join the interview panel on rare occasions. Despite a few flaws in the hiring procedure, all of the organisations are satisfied with the existing staffing profile. The outcomes of this study suggest that, despite its growth potential, this industry is not concerned about its human resources. It lacks a comprehensive recruitment procedure. Training in terms of staff training and development, the current study found that Executive and Supervisory personnel in as many as 73 percent of the hotels studied receive training soon after they are hired. Such training programmes are rarely offered to other staff. No formal training is ever organized in a

considerable 37% of organizations. Staff training is outsourced to external expert agencies in roughly 12.5% of organizations.

JOB SATISFACTION

Employees in the tourism and hospitality industry have a higher level of job satisfaction, according to the report, with an overall mean satisfaction of table (78 per cent). They are more satisfied with eight job satisfaction qualities, including the organization's business, working environment, type of work, coworker, team work, supervisors/ managers, customer behavior and self-competence, out of a total of twelve. They are less satisfied with the other four attributes (salary package, incentives, professional progress and family satisfaction). To increase job performance, tourism hotels should focus more on giving better pay packages, incentives and career progression possibilities to its employees.

MEETING EXPECTATIONS

The total meeting expectations index in the current study is 3.65 (66.25%) out of a maximum of 5. It means that employees in their existing workplaces are exceedingly meeting their expectations. The average index score varied from 3.46 for "career growth opportunity" to 3.84 for "application of training skills." There isn't much of a distinction between individual characteristics. There isn't much of a difference between income groups, although the higher income group appeared to be able to meet expectations at a lower level than the other groups. With very minor differences across job experience groups, no strong link could be seen between job experience and meeting expectations.

CONCLUSION

The study concludes that achieving good, quality employee performance is dependent on how their skills and competencies are identified and promoted, as well as how much opportunity is provided for their individual growth and achievement, as well as recognition and reward, based on the findings and their implications. Employee performance can be improved by offering advantages other than compensation and incentives that satisfy their expectations and improve their quality of life at work. The tourism industry's key focus is the quality and efficiency of services. Each component of the tourism sector requires trained/skilled labor to achieve this. In any hotel, having the right person in the appropriate job is critical to its success.

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