

BRIDGING THE GAP BETWEEN DEMAND AND SUPPLY OF HUMAN RESOURCE IN HOTEL INDUSTRY: AN ANALYTICAL STUDY

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Abstract

It has been remarkably marked that Indian hospitality industry still lacks competent professionals to serve the industry. The education and training institutions have not yet been able to churn out the professionals who can meet out the industry's burgeoning expectations from them. The industry, too, has struggled to attract the best and brightest due to a scarcity of competent personnel at both operational and managerial levels and a huge gap between supply side inputs and demand side requirements. In India this sector, despite its immense potential, has seen tardy development, and shortcomings in the HRD domain have been one of the reasons for this below par performance in terms of unorganized and untrained human resources and unattended HR issues and policies at both macro and micro levels. As a result, research of the level of employee satisfaction in the hotel industry is required.

Keywords: HRD, Human resources, Training, Hospitality sector, Demand & Supply.

INTRODUCTION

Human resource development is becoming increasingly important in the tourism industry. It is necessary to deploy human resources in order to enable them to participate in organizational development and country building. Mobilization would imply the need to improve human resources, including their abilities, knowledge, and attitudes, in order for them to meet pre-determined goals. Effective and professional administration is, without a doubt, a prerequisite for successful tourism growth. Due to a lack of funding to hire qualified people, build new training institutions, and coordinate with reputable national and international organisations for

advance trainer programmes, HRD practices in the Orissa tourism industry are in a condition of underdevelopment. Better human resource development strategies can change technical expertise, high labour mobility, unsociable working hours, and long working days. The proposed study would look into the gravity of such issues. Present day trends of actual and potential users of hospitality services indicate a clamorous quality experience is preferred, necessitating higher levels of professional standards in the delivery system. The enormous popularity of both international and domestic tourism has created a pressing need for qualified professionals. Requirements for skilled and efficient human capital pose a serious threat to the future competitiveness of

this service industry. Human resource development is of vital importance in the tourism sector of the State and the present system of training programmes suffers from several weaknesses, both in its qualitative and quantitative dimensions. In the present world of consumerism, Orissa State must focus on all parts of HRD in order to build competent and suitable people in the tourism business. The suggested study aimed to determine the level of satisfaction among present employees at a number of Orissa's hospitality establishments. Employees operate in a high-mobility, high-contingency and high-demand workplace for lengthy periods of time and are expected to deliver high-quality services. But due to insufficient service support system, the employees experience occupational stress. Here in this study an effort has been made to investigate the level of satisfaction of hospitality industry in Orissa. All the attributes such as organization's business, working environment, nature of work, co-worker, team work, supervisors / managers, customer behaviour, and self-competence are thoroughly examined. As regards other four attributes like pay package, incentives, career growth, and family satisfaction are also taken into consideration. Whether most firms are providing higher pay packages, incentives, and possibilities for professional progression to make their employees happy, resulting in increased job performance. However there is need to analyze across job experience (number of years of service in the present job). It indicated a strong but inverse relationship. Because more number of years an employee is in the present job, more dissatisfied she/he appears to be. Sometimes an employee continues longer in an organization needs more pay and promotion, she/he is likely to be gradually dissatisfied as his/her expectations are not fully met. Every employee, particularly in tourism and hospitality sector, expects authority, flexibility and opportunity to apply their competency acquired through work experience. When one fails to meet the expectations fully, a tendency to leave and search for better prospects elsewhere develops. In the context of employee attrition, this aspect assumes greater significance today. However

Meeting Expectations study is very much significant in this context.

CONCEPTUAL FRAMEWORK

The hotel and catering industries are becoming increasingly individualized. In the hotel industry, customer satisfaction is a must for a smooth and the utilization of professionally trained and highly skilled individuals is required for a productive company. Companies with strong staff retention strategies are better able to protect organizational resources than companies with high turnover rates. Employee retention concerns can have a significant negative impact on an organization's budget if they are not properly managed. Poor employee retention results in a "revolving door" culture in the company, which reduces morale and confidence. Low morale, as well as a lack of faith in the organization, can have a negative influence on employee work satisfaction and productivity, which, in turn, has an impact on the company's bottom line. In today's labor market, employees have all the cards and the market is reacting accordingly. The minimum wage is rising, and youth unemployment is a hot topic. For an industry battling to attract and keep competent people, the combination of a skills deficit and growing compensation has the potential to be explosive. Now is the time for the industry to respond to this problem. As a result, there is an instant need to look into employee satisfaction and whether or not they are being met.

OBJECTIVES OF THE STUDY

- ☐ To find out the level of satisfaction of employees in the hospitality organizations.
- ☐ To ascertain the extent to which employees meet their expectations.

REVIEW OF LITERATURE

Though researchers have repeatedly cited that low pay, nonstandard working conditions, unfavorable management styles and poor image are the main causes of the employment

problems of the tourism industry, there is a deficiency of managerial/supervisory personnel are the object of research (Choy, 1995; Goldsmith, 1997; Jameson, 2000; Jolliffe, 2003; Lucas, 1995). "There is a lack of career growth, chances such as training and empowerment," writes Hjalager (2000), "which deepens the industry's unfavorable image." According to Benson and Worland (1992), the culture of hotel management engenders visible management styles where the emphasis is on "being there" management rather than "getting things done." This is encouraged by the nature of hotel management work that encourages managers to respond to problems by being downwardly mobile. The manager, however, does not pause to study the situation after dealing with the current issue, and instead moves on to the next operational crisis. The hotel culture reinforces this activity-based behavior as the 'right way of getting the job done' and will reward it with praise and career progression.

Recognition is a significant contributor to the delivery of high-quality products and services in the tourist and hospitality industries, and this, in turn, has an impact on the amount of new and repeat business that businesses and destinations receive. This position has changed dramatically in recent years, as has the corporate benefit gained by focusing on people. Spivack (1997) discovered and measured gaps between the tourist and hospitality industries' skill and quality human resource requirements and the education and training providers' provision in support of the sector in her study. She has brought together two areas of applied policy development that have a substantial impact on the establishment of a more comprehensive and coherent human resource policy framework for the development of human resources in the tourism and hospitality industries. First, the importance of providing high-quality service to a thriving tourism and hotel industry; and, second, that there is a 58 role which public education and training can play in achieving such quality.

The need for trained labour in the hotel industry is proportionate to the increase in both international and domestic tourist visits.

Increased employment in various tourism-related activities would result from the expected growth in foreign and domestic tourist arrivals. For every three international tourist arrivals, one man-year of work is anticipated to be created. Similarly, for every 38 domestic tourist arrivals, one man-year of employment is created. People working in some industries do not require formal training because tourism encompasses 61 different activities. Instead, that group of workers may simply require some skill development or short-term on-the-job training. In the tourism and hotel businesses, some services must be extremely individualized and no amount of automation can substitute for personal service providers.

HYPOTHESIS

H1: Employee work satisfaction is influenced by hiring, training, and retention procedures.

H2: Job satisfaction contributes to employees' motivation and satisfies their expectations from the employing organizations.

SIGNIFICANCE OF THE STUDY

In Orissa the tourism business has a sluggish internal labour market. In most occupations, there are no established educational requirements and certification has never been related to compensation or promotions. Because the tourist sector in Orissa is growing at a healthy rate, the workforce development strategy must place a strong emphasis on recruitment and retention measures, rather than only training. It is in this context, the present study on recruitment, retention and training for developing a super, natural hospitality workforce in Orissa tourism industry is considered very significant and timely.

METHOD OF THE STUDY

Both secondary and primary data are used in this investigation. Secondary data sources include tourism industry publications that can be found in a variety of places, including books, journals, brochures, reports, and the Internet. The primary data was acquired from a few organizations in Orissa's tourism industry.

SAMPLE

Data have been collected from the senior executives of tourism sector, such as Hotels, Travel Agencies, Airlines and Tour operators and from other employees in the said organizations. The responses were chosen at random from a pool of people. The tables below show the details of the surveyed organizations, their geographical distribution and respondents.

STUDY TOOL

There have been two sets of structured questionnaires to collect data from the two categories of sample. The questionnaire meant for the senior executive carries close-ended questions on staff strength, recruitment policy, training, retention policy and organizational growth. The employee questionnaire uses a five-point Likertian Scale to assess employee satisfaction the respondents pertaining to recruitment, retention and training practices of their respective organizations that contribute to their motivation and job satisfaction.

ANALYSIS

The data acquired from secondary sources was subjected to content analysis in order to extract the information that was relevant to this study. Sources have been acknowledged from where specific statistical data were used or quoted. For analysis of primary data, various statistical tools, ranging from mean, standard deviation and 't' test have been employed. For testing the hypothesis, F-test (ANOVA) has been used. The SPSS 19.0 version was used to conduct the analysis. Besides, percentage and pie charts have been used for presenting the summary statistics for better clarity and interpretation. To assess the existing recruitment, training and retention practices of different organizations. A structured questionnaire was sent throughout the tourist and hospitality industry in Orissa. The responses were obtained from 15 organizations located in the cities of Bhubaneswar and Cuttack – 9 Star Hotels, 2 Tour Operators, 2 Travel Agencies, 1 Government Tourism Corporation and 1

Airline. Managers accounted for the majority of current employees in these 15 firms. (121), Executives (196), Supervisors (363), and Support Staff (793), having a total of 1473. Two structured questionnaires have been administered to solicit responses of 10 per cent of the employee population, i.e., 147 of the said surveyed organizations. Out of 147, 115 responded to the same.

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

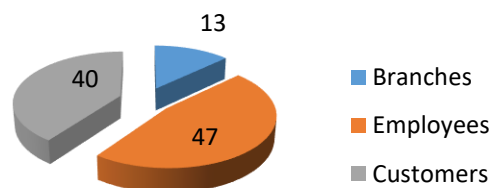
REASONS FOR EMPLOYEE DISSATISFACTION

Reasons	Number	%
Unable to perform in a team	9	50.0
Unable to improve efficiency	3	16.67
No attitude to adjust	6	33.33
Total	18*	100

BUSINESS GROWTH DURING LAST FIVE YEARS

Increase in	Number	%
Number of branches	2	13.33
Number of employees	7	46.67
Number of customers	6	40.0
Total	15	100

Expansion In Business



INCOME PROFILE OF THE SAMPLE

Annual Income (Rs)	Number	%
50,000-1,00,000	22	22
1,00,001-200,000	26	26
200,001-300,000	22	22
Above 300,000	30	30
Total	100	100

EXPERIENCE PROFILE OF THE SAMPLE

Experience	Number	%
2 years or less	46	46
3-5 Years	31	31
About 5 Years	23	23
Total	100	100

GENDER PROFILE OF THE SAMPLE

Gender	Number	%
Male	93	93
Female	07	07
Total	100	100

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	4.64	0.64

behavior		
I am satisfied with my self-competency	4.76	0.55
Grand Mean Index	4.12	0.67

RECRUITMENT, TRAINING & 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			

"Recruitment, Training and Retention practices influence the level of job satisfaction of employees" is supported by the aforesaid findings. As the 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 JOB SATISFACTION INDEX ACROSS INCOME GROUPS

Job Satisfaction Attributes	IG-1 (N=22)	IG-2 (N=26)	IG-3 (N=22)	IG-4 (N=30)
I am satisfied with organization's business activity	4.17 (0.49)	4.34 (0.56)	4.04 (0.48)	4.17 (0.53)
I am satisfied with my working environment	4.13 (0.75)	4.34 (0.56)	4.00 (0.61)	4.24 (0.57)
I am satisfied with my nature of work	4.43 (0.72)	4.57 (0.57)	4.40 (0.73)	4.41 (0.62)
I am satisfied with my pay package	3.69 (0.55)	3.96 (0.44)	3.72 (0.55)	3.82 (0.46)
I am satisfied with my co-worker's	3.82 (0.88)	4.00 (0.97)	3.81 (0.73)	3.72 (0.88)
I am satisfied with working in a team	3.65 (0.88)	3.76 (0.90)	3.72 (0.63)	3.58 (0.77)
I am satisfied with my supervisor/manager	3.69 (0.97)	4.00 (0.97)	3.90 (0.81)	3.31 (0.66)
I am satisfied with my incentives	3.17 (0.65)	3.50 (0.76)	3.40 (0.59)	3.79 (0.67)

My family is satisfied	3.56 (0.78)	3.92 (0.74)	3.50 (0.59)	3.72 (0.64)
I am satisfied with my career development	3.65 (0.83)	3.80 (0.74)	3.72 (0.63)	4.58 (0.68)
I am satisfied with customer behaviour	4.69 (0.63)	4.73 (0.53)	4.72 (0.55)	4.72 (0.52)
I am satisfied with my Self-competency	4.78 (0.51)	4.80 (0.49)	4.77 (0.52)	3.93 (0.92)
Overall mean	3.96 (0.72)	4.14 (0.69)	3.98 (0.62)	4.00 (0.66)

A closer look at the above table would reveal that there are small variations across various income groups with regard to different attributes of “job satisfaction”. The lowest income group, with in comparison to the next income group with Rs.100,001 to 200,000 annual incomes, those with Rs.50, 000 to 100,000 annual incomes appeared to be less happy in all attributes except “self-competency.” When the second and third income groups are compared, however, a different picture emerges. With the exception of “self competence,” the third group (with an annual income of Rs.200,001 – 300,000) appears to be less happy than the second group in all aspects. The fourth income group (with above Rs. 300,000 annual income) appears to be more satisfied with some attributes, and less satisfied with others. In respect of “company business”, “working environment”, “pay package”, “incentives”, and “family satisfaction”, they seemed to be more satisfied than the group three, though the quantum of satisfaction is marginally higher. This group appeared to be comparatively less satisfied with “co-worker”, “team work”, “superiors”, “career development” and “self-competency”.

MEAN SATISFACTION INDEX ACROSS JOB EXPERIENCE GROUPS

Job Satisfaction Attributes	2 Years or Less (N=46)	3-5 Years (N=31)	More than 5 Years (N=23)
I am satisfied with my organization’s business activities	4.28 (0.54)	4.32 (0.54)	4.21 (0.51)
I am satisfied with the working	4.32 (0.63)	4.29 (0.64)	3.43 (0.99)

environment			
I am satisfied with my nature of work	4.43 (0.68)	4.45 (0.67)	4.08 (0.90)
I am satisfied with my pay package	3.89 (0.52)	3.93 (0.51)	3.86 (0.54)
I am satisfied working with my co-workers	4.10 (0.87)	4.03 (0.98)	3.82 (0.93)
I am satisfied with working in a team	4.02 (0.82)	3.80 (0.94)	3.13 (1.01)
I am satisfied with my Supervisor/manager	4.15 (0.75)	3.83 (0.86)	3.73 (0.96)
I am satisfied with my incentives	3.54 (0.68)	3.45 (0.76)	3.30 (0.70)
My family is satisfied	4.00 (0.84)	3.93 (0.81)	3.78 (0.73)
I am satisfied with my career development	4.00 (0.57)	3.87 (0.61)	3.69 (0.70)
I am satisfied with customer behavior	4.58 (0.74)	4.64 (0.70)	2.95 (1.14)
I am satisfied with my self-competency	4.39 (0.88)	4.74 (0.51)	4.78 (0.51)
Grand Mean Index	4.14 (0.71)	4.11 (0.72)	3.73 (0.80)

In all aspects except “self-competency,” people with more than five years of work experience in their current organisation are unhappy than the other two categories, according to the above table. The level of pleasure on this front looks to be increasing with time. Satisfaction with “incentives” declines with experience; and similar is the picture with “satisfaction of the family”, “work environment”, with “incentives”, “career development”, and “customer behavior”. The overall mean index values also show the similar trend.

MEAN OVERALL MEETING EXPECTATION INDEX

Attributes of Job Satisfaction	Mean	SD
Promotion	3.64	0.81
Positive Feedback	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	3.57	0.71

mentor		
Opportunity for career Development	3.46	0.62
Grand Mean Index	3.65	0.74

Employee expectations are more than somewhat met by their existing firms, as shown in the table above. The grand mean index score of 3.65 implies that employees meet their expectations to a larger extent though not up to a maximum level. The SD score of 0.74 indicates uniformity in opinion of all sample members. As regards individual attributes, it is observed that there is not much of variation – the mean index score ranged from minimum 3.46 for “opportunity for career development” to maximum 3.84 for “application of training skills”.

JOB SATISFACTION CONTRIBUTES TO MEETING EXPECTATIONS

	Sum of Squares	Df	Mean square	F	Sig
Regression	2.39	8	0.299	1.098	0.00*
Residual	25.036	92	0.272		
Total	27.426	100			

*significant at 1 percent level

The scale job satisfaction contributes to employees' expectations. The model was quite significant because the significant value is zero. This reveals that “job satisfaction contributes to employees' expectations”. This demonstrates that “employee expectations are influenced by job happiness.”

FINDINGS

The overall meeting expectations index of 3.65 indicated that employees in the Orissa Tourism industry are more than moderately meeting their expectation in their current organizations. The mean index score ranged from minimum 3.46 for “opportunity for career development” to maximum 3.84 for “application of training skills”. There is not much of difference across individual attributes. Across income categories also there is not much of difference; but the higher income group appeared to be able to

meet expectations at a lower level as compared to other groups. With marginal differences across job experience groups, no strong relationship between job experience and meeting expectations could be established. However, an inconsistent trend is observed with regard to a few meeting expectation attributes, such as: promotion and feedback for improvement. The more experienced an employee is less able to meet expectations. In terms of meeting expectations, the overall impression derived from the outcomes of this study reveals that all types of employees have more or less identical expectations, which they are able to achieve to a reasonable degree.

CONCLUSION

Based on the findings and their implications, the study concludes that achieving good quality employee performance depends on how their skills and competencies are identified and promoted; how much opportunity is provided to them for their individual growth and achievement, as well as recognition and reward. Employees' performance can be increased by providing various benefits other than just pay and incentives to meet their expectations and quality of work life. The quality and efficiency of services is the primary concern of hospitality sector. In order to achieve this, each of the components of hospitality industry requires trained /skilled manpower. The right person in the right job is essential for the success in any business.

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