

Expectation of Employees from Hotel Industry

Dr. Dilbag Singh & Mr Amandeep

Assistant Professor, Department of Tourism and Hotel Management, Central University of Haryana.

dilbagsingh@cuh.ac.in & amandeep@cuh.ac.in

Abstract

The hotel industry employers are facing great deal of problem in retaining the employees, which in turn has ended up as turnover issue in the industry. This is because they are unable to meet the expectations of the employees and create a desirable working environment. Many of the graduates and employees tend to leave or change the organisation when their expectations are not met in the particular organisations. Human resource managers and industry experts have been continuously trying to overcome this issue by trying to find out the expectations an employee have from the organisation. This research papers is an attempt to find out the various factors which are expected by an employee working in hotel industry. A questionnaire was prepared to record the feedback of various operational staff of hotels with different variables which were identified through secondary data and factor analysis method was used to reduce these variables to limited number of factors for easy understanding.

Key words: Hotel Industry, Employee Motivation, Turnover, Expectation.

Introduction

Hospitality industry is contributing big time in India by generating considerable amount of revenue and employment for the country. The need of motivated employees is felt by the industry as only motivated employees can actually provide the exceptional customer service and work towards achieving the best for the organisation. In spite of large number of hospitality graduates and work opportunities

the industry is facing employee turnover which disturbs the whole process and the industry is striving to find a solution to it. The turnover basically originate either because of the recession in an industry, which is clearly not the problem and second is when an employee is not satisfied because his or her expectations are not met. When an individual feels that his/her expectations from the job is not met, motivation levels go down and the quality of work is degraded. According to NSDC report 2017 industry is facing significant attrition rate of 40-50 percentage, which in turn is becoming serious problem for hotels both in customer service satisfaction and training expenditure. High employee turnover has linked costs, such as financial costs, discrepancy in delivering service quality and the likely subsequent loss in customer loyalty (Kuria et al., 2012; Mohanty & Mohanty, 2014). Hotel employee turnover is a global problem, not particular to any given nation. Hospitality sector is service intensive in nature and its quality banks on its employees. Quality employees are the base for the service sector and it's precarious for hotels to preserve their valuable employees, but due to the high turnover rates it's a challenging task for the hotel sector to attract and retaining skilled workforce.

To tackle this there is a need to identify the expectation of an employee from the industry and some strong measures be introduced by the human resource team of the industry that can work and try to meet the expectation of the employee which in turn will motivate them and retain them. This study tries to find out the major aspects in relation of employee expectation which is according to them most important.

Literature Review

Horwitz 2008, have said that the hotel management is facing employee motivation as challenge given the various factors inside and outside work that effect the motivational level of staff. Even employees are seen to have changed in their expectations from work than earlier which would be just the employment and salary some time ago.

Mullins 2007, in his paper says that employee motivation is an important managerial task for the hotel industry as the employees are the face of the hotel and contact with the guest, so they are a part of finished product delivered to the customer.

Promotions opportunities, good pay and better working hours are considered to be of great value by employees and organisations which lack in providing the same often have employees withdrawing from the organisation as mentioned by **Yang 2012**.

Mohanty & Mohanty 2014 also have similar points that if there is no fair compensation system it is likely that even greater employee selection system will fail and therefore they must have some reward structures that can attract and retain employees.

In a study done by **Nasurdin 2015**, he said that monetary rewards are relevant to frontline service staff working in hotels as these positions are normally have low wage and minimal rewards, as working long hours is expected out of frontline employees.

Jones 2002, writes in his paper that communication also plays an important role in employee motivation which can be achieved through proper briefing of the staff on daily basis. It has been found to solve minor issues of the employees and increase the level of the satisfaction between employees.

R. Maxwell & S. Knox 2009 in their studies have mentioned few key points which can identify attributes of an attractive employer, namely Reward which can be in the form of

benefits, salary, training and promotions; Management tactics if a manager is responsive to the needs of staff or politics in staff; Work Environment; Attitude, Trust and Respect towards employees.

Himkin and Tracey 2000, concluded in his research that cost of employee turnover is more for an organization in comparison to the reduction in service quality. Morale of the employees also takes a dip and is seen on low customer retention or satisfaction levels.

Raziq 2015, in his paper mentions that organisations which do not pay attention to the working environment will impact the employee satisfaction and performance, which will lead to increase in staff turnover.

To understand the real concept of work life balance **Hudson 2005**, said it's a properly-planned balance between persons personal life and professional life. Whereas **Estes and Michael 2005** stated it includes flexible work arrangements and leaves which include flexitime, family leave and onsite child care etc.

Holding on to talented employees not only boost the attractiveness of the organisation but also reduce the cost of companies which are incurred in recruitment drives as **Kumar 2012** writes in his paper.

Therefore, since issues of employee retention are recorded to be emerging with the current and predicted increases in turnover rates, retaining employees is likely to be a major challenge for employers in the immediate-future, which needs much focus from organizations (**Walsh and Taylor, 2007**).

Objective of the Study

Hotel industry is facing a number of problems these days; shortage of employees is one of them. In the present Era the employees have high level of expectations from the organization. If the organization is able to provide them the best as per the expectations it helps the organization to increase the level of satisfaction. It directly helps the organization to

retain the employees for a long time with them. So, the main Objective of the study is to find out the expectations of the employees from hotel industry.

Research Design and Methodology of the Study

The research design and methodology for the study was not an easy task so these were discuss

Table: 1 Demographic Profile of the Respondent

		Frequency	Valid Percentage
Age	Below 20	28	9.7
	21-30	130	44.8
	31-40	98	33.8
	41-50	30	10.3
	51 and Above	4	1.4
Education	10+2	142	49.0
	Graduation	101	34.8
	Post-Graduation	47	16.2
Gender	Male	258	89.0
	Female	32	11.0

The current table shows the distribution of demographic profile of the employees working in the hotels in North India. In the survey, as per the age group the majority of employees 44.8% were from the age group of 21-30 years, 33.8 % of employees 31-40 , 10.3% were from the age group of 41-50 years, 9.7% of employees were below 20 years and the least 1.4% were from the age group of more than 50 years. According to their qualification majority of the employees 49.0% were 10+2, graduate employees were 34.8% and the rest 16.2 % were having post graduate degree. As per the gender 89.0% of employees were male and the 11.0% of employees were female.

on the prior stage with the expert in the relevant field, managers and the personal from operational staff in the hotels. The purpose of the study was to find out the expectation of staff from hotel industry. A structured questionnaire was developed to know the expectation of staff from hotel industry; the research was done to understand the various expectations of staff from hotel industry.

Research Findings:

Based on secondary data, a number of variable related to expectation of staff from hotel industry were identified. The analysis is presented in table 2. Respondents were asked questions on 5 point likert scale. Factor analysis method is used to reduce these variables to limited number of factors. The analysis is done with the help of principal component analysis and varimax rotation matrix. 22 variables were identified based upon secondary researches for expectation of staff from hotel industry. The output of principal component analysis reduces 22 variables to underlying 3 factors.

Table 2 Rotated Component matrix

Rotated Component Matrix ^a			
	Component		
I expect from an organization:	1	2	3
Provident Fund	.899		
Increments	.868.		.
ESI Facility	.865.		
Health Insurance	.848.		
Promotion	.822	.	
Free Medical Check Up	.803		
Minimum Fix Salary	.800		.
Safety Hazard management	.660		
Low Interest Loan	.527		
Good Food	..254	.	
Recreational Activities		.812	
Good Quality Decision Making		.778	
Job Security	.	.723	
Career Advancement	.	.670	
Accommodation		.628	
Pick Up and Drop Facility		.557	
Scholarship for Children		.512	
Comfortable Working Hours		.	.831
Yearly Bonus		.	.826
Medical Claim			.753
Management Development Program			.709
Paid Holidays in Emergency			.683

Factor1: Ten variables are loaded in this factor these are Provident Fund (.899), Increments (.868), ESI Facility(.865), Health Insurance(.848), Promotion(.822), Free Medical Check Up(.803), Minimum Fix Salary(.800), Safety and Hazard Management(.660), Low Interest Loan(.527), Good Food(.254)

Factor2: Seven variables are loaded in this factor these are Recreational Activities (.812), Good Quality Decision making (.778), Job Security (.723), Career Advancement (.670), Accommodation (.628), Pick Up and Drop Facility (.557), Scholarship for Children (.512)

Factor3: Five variables are loaded in this factor these are Comfortable Working Hours (.831), Yearly Bonus (.826), Medical Claim (.753),

Management Development Program (.709), Paid Holidays in Emergency (.683)

Conclusion

In service sector employees are the real assets of an organization. The satisfaction of the employees directly effects the smooth functioning of the organization. So it is very important to explore the variables related to the expectations of employees from hotel industry. Though, the present study is just confined to the selected hotels but still it can be helpful for the scholars & researchers, who are doing research in related field by applying the same in bigger area. The researcher can inculcate wide range of variables related to expectation of employees from hotel industry and do the potential research. This kind of researches helps the hotel

organizations to work in the concern field. It also helps them to increase the satisfaction level of the employees in the organization. With the help of such practices the hotels can retain their employees for a long time.

References

[1] Horwitz, F.M., Jain, H.C. (2008). Managing human resources in South Africa: A multinational firm focus, in Lawler, J.J. and Hundley, G. (Eds.). The global diffusion of human resource practices: Institutional and cultural limits. *Advances in International Management*, 21, 89-123.

[2] Mullins, L.J. (2007). *Management and organizational behaviour* (8th Ed.). New Jersey: Pearson Education.

[3] Mohanty, S. & Mohanty, K. (2014). Employee retention: a key driver to the growth of tourism and hospitality in Odisha. *International Journal for Innovation Education and Research*, 2(12), 94-112

[4] Nasurdin, A. M., Ahmad, N.H. & Tan, C.L. (2015). Cultivating service-oriented citizenship behaviour among hotel employees: the instrumental roles of training and compensation. *Serv Bus*, 9, 343–360.

[5] Jones, P. and Lockwood, A., (2002), *the Management of Hotel Operations*. London: Cengage Learning.

[6] Maxwell, R. & Knox, S. (2009). Motivating Employees to “Live the Brand”: A Comparative Case Study of Employer Brand Attractiveness within the Firm. *Journal of Marketing Management*, 25(9–10), 893–907. ISSN 0267-257X.

[7] Hinkin, T.R., & Tracey, J.B. (2000). The cost of turnover: Putting a price on the learning curve. *Cornell Hotel and Restaurant Administration Quarterly*, 41, 14–21.

[8] Kumar, J. (2012) *Hrm Practice on the Retention of Employees of the Information*

Technology Sector. *International Journal of Scientific Research*. [Online] 1(4). Pg. 108-110.

[9] Walsh, K., Taylor, M.S. (2007) Developing in-house careers and retaining management talent: what hospitality professionals want from their jobs? *Cornell Hotel. Restaurant and Administrative Quarterly*. 48(2). P.163-210.

[10] Raziq, A., Maulabakhsh, R. (2015) Impact of working environment on job satisfaction. *Procedia Economics and Finance*. Science Direct. 23(1). p. 717-725

[11] Hudson. (2005) why employees walk: 2005 retention initiatives report. *The Hudson employment report*.