

# Problems & Challenges of Manpower in Budget Hotels in Chandigarh

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## Abstract

By the nature of hospitality as a service oriented industry, its efficiency of operation as well as increase of productivity depends thoroughly on qualified and skilled manpower. In Chandigarh, lack of skilled and trained human resource is a major problem in overall department of the hotel industry. The rapid growth of Globalization and investment of foreign franchise hotel as well as internal investment on hotel industry in a luxurious standard is creating a high level of demand for qualified manpower in Chandigarh. The last five years of data's show that the number of both internal & international tourist visiting here is increasing and knows how to perform their work smoothly. Manpower means the backbone for every hotel industry. A hotel industry could not hire anyone randomly; they must first know whether the person is capable of doing the prescribed job or not, are they trained, are they have knowledge about industry, it's a long term job are they fit enough to work?; thus according to the ongoing staff must be hired. But in return is the man power getting what they deserve?

Let's review hospitality industry, here the manpower working is facing many challenges and problems; it sounds weird but it's the fact. Beside the luxurious hotels, the manpower working here couldn't even afford such service even once in their life time. The low scale of salary, heavy and intense work for long hours, disrespect from industry as well as from guests, demanding, impatient and bossy customers, unnecessary pressure of work etc. The motive of this study is to investigate and identify the problems and the best solutions that could be made to eliminate the hindrances & positive support and collaboration between the hotel and the staffs working in hotel industry of Chandigarh.

**Keywords:** Productivity, Globalization, Franchise, Eliminate, Hindrances, Collaboration

## Introduction

Hospitality industry is a service oriented organization which facilitates huge number of guest to rest, relax &

accommodation through immense luxury and comfort. To facilitate its guest with all the modern and luxurious amenities an establishment must hire a bunch of skillful, qualified and trained staffs. They are the one who attends the guests, provides them the service, answer their quires, handle them, face their immense and venerable attitudes, their moody nature etc they handle them all with a pleasing smile every time on their faces; but as being a hotelier or being in hotel industry are they really getting what they really deserve? Its always is the manpower who runs the establishment not the management.”

## Research Question

1. What are the basic salary scale of the workers in hospitality industry?
2. Does adequate, skilled, trained and qualified manpower have any effect on the hospitality industry.
3. How satisfied are the employees with their position of work?
4. Are there more positive aspects as compared to negative aspects to the job?
5. Reasons of the employees for joining hospitality industry?

## Objectives

- To study the problems and challenges faced by hospitality personnel.
- To study the areas for the related problems.
- To maintain a healthy relation among the industry and the personnel's.

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## Review of Literature

Problems and Challenges in manpower of Hotel industry was and is a big question to the people working and interested to work in this field. The problems and challenges may vary from person to person depending upon their nature of work, designations and the department and organization they work. Neglecting the issues is resulting in the drastic decline in the number of associates working in this sector and de-motivating many to peruse the carrier. Through the study and surveys that we conducted the top 8 problems and challenges in hotel industry are :

- Low pay of salary and wages.
- Hectic duty schedule.
- No leave and day-offs.
- Dominance by the guests as well as the management.
- Low chances of growth and development on work.
- Lack of skilled and trained supervisors to groom up their work.
- Uncompetitive and less challenge on work.
- Stress, high work pressure and unachievable targets.

The above mentioned points are the basic problems of the workers working in the Hospitality Field of Chandigarh in Budget Hotels. This study states the reason why there is lack of skilled and qualified workers in Hotels of Chandigarh as well as the problems and challenges they daily face during their work.

Some other researcher have conducted their research on the same topic and their findings are:

Sunil Panwar, (2012) examined the reasons, why the employees are not able to cope up with the industry environment. A survey was conducted of different hotel employees and observed that most of the employees want to be work in other Service oriented industries such as Airlines, Tourism, Retail and Financial services. Monetary Compensation and long working hours are the two areas of dissatisfaction for the hotel employees. This study recommends few points for the Hotel Industry to retain its employees.

Dr. Kalyan Laghane, (2012) studied retention management in Indian hospitality industry. The findings of the study suggested that “Talent management integrates traditional

talent-related functions that were considered as “administrative” functions into routine business processes. By “embedding” people management processes into standard business processes one can force line managers to think of recruiting, retention, development, etc. as essential activities that make a significant contribution to any manager’s business results and success.”

Mukta Kamplkar, (2011) explored the business model and the relevance of the service concept in the Indian context and consumer behavior, the marketing strategy, and communication strategy of Ginger Hotels. Challenges such as the use of outsourcing, learning and development, and attrition were also discussed

Mahajan, Sugandha, (2010), analyzed the impact of attrition rates in hospitality industry. The study majorly focuses on the increasing employee turnover, its Double Blind Refereed Papers The Relationship among Transformational Leadership Style, Marketing Resources & Capabilities & Performance for Intr. Tourist Hotels in Taiwan 5 causes and impact. It looked at various methods to improve employee retention in an organization. Various human resource theories are used to analyze the employee behavior in an organization.

Lee, C., (2010), intended to identify employment characteristics that influenced employee satisfaction with work environments related to employment retention. Factors played different roles in measuring job satisfaction and employee retention according to individual employment characteristics, while factors related to the work environment (location, communication, accomplishment, and department) should be addressed regardless of employment characteristics. It is recommended that hoteliers provide a customized improvement agenda directed to and focused on individual groups according to that group’s employment characteristics.

Indore Kandasamy, (2009), conducted a qualitative study in an attempt to identify Quality Work Life dimensions expected in the working environment of a hotel. The content analysis of the data yielded eight dimensions of QWL.

Songhai Cho, (2009), examined whether the predictors that decrease employee intention to leave will also increase employees’ intention to stay. The results suggest that perceived organizational support and organizational

commitment decreased intent to leave while only perceived organizational support had a positive impact on intention to stay. Implications detail ways that hospitality organizations can focus on increasing their employees' commitment through perceived organizational support as a critical component of turnover culture.

Margaret Deery, (2008), examined the literature relating to retention of good employees and the role that work-life balance (WLB) issues have in an employee's decision to stay or leave an organization. The paper begins with a brief overview of the seminal material in the more generic management literature and then tailors the discussion to the hospitality and tourism industry using literature from the hospitality and tourism journals.

Mohinder Chand, (2007), indicated that hotel performance is positively associated with hotel category and type of hotel (chain or individual). Furthermore, hotel performance is positively related to the HRM systems of recruitment and selection, manpower planning, job design, training and development, quality circle, and pay systems. The study has a two-fold purpose: to investigate whether some specific characteristics of hotels affect organizational performance in the hotel industry in India; and to investigate whether some HRM systems affect organizational performance in the hotel industry in India.

Simons, Tony, (2003), examined the aggregation of justice perceptions to the departmental level and the business-unit level, the impact of these aggregate perceptions on business-unit-level outcomes, and the usefulness of the distinction between procedural and interpersonal justice at different levels of analysis. Business unit-level analyses further demonstrate paths of association between aggregate justice perceptions, aggregate commitment levels, and the business-unit-level outcomes of employee turnover rates and customer satisfaction ratings.

Robert A Brymer, (1991), examined managerial job stress and coping mechanisms in the hotel industry. Over 400 middle- and upper-level managers representing 23 different hotels were administered questionnaires. Findings suggest that perceptions of job Stressors lead to self-reported psychological, physiological, and behavioral strains. Personal or individual coping mechanisms did not appear to alleviate job strain. Due to managers' perceptions of the costs related to worker stress, several organizational strategies for stress reduction and prevention are offered.

## Research Methods

In this study qualitative research method was used. As we followed secondary data collected structure and semi-interview structure, qualitative method was useful for the study. Qualitative research is of specific relevance to the study of social relations, owing to the fact of the popularization of life world. This is quite suitable for the aim of this study. As qualitative research methods reveal real life situation it was a great opportunity to find out the difference between theory and real life problems and challenges in hospitality sector by using qualitative methods. Another issue is that as it was mentioned before this study did not include any numerical data. The fact is that it is hard to find out statistical numbers about problems and challenges in hospitality sector of the hotels. The lack of numerical information was one of the main reasons to choose qualitative data. Qualitative methods can be used for pragmatic reasons, in situations where formal, quantified research is not necessary or is not possible. Quantitative research was another option to use in collecting data but it was not possible to get numerical data as problems and challenges in hospitality sector varies according to the situations and facilities provided by the hotels and depends upon personal feelings and experience of the participants. On the other hand my partner hotel managers also did not agree to share any problems and challenges of their hotels publicly as it may defame their image in the market.

Data collections were divided into two parts. The theoretical part of study is based on secondary data collection. Secondary data are data which already exist and which were collected for some other (primary) purpose but which can be used a second time in the current project - the researcher is the secondary user. Typically combine data collection methods by collecting information from sources such as archives, interviews, questionnaires and observations, the Internet, books, articles etc. were used in order to get secondary data for the theoretical part. When data were combined the main criteria was how fresh information is and how it is reliable and relevant to the subject. In the empirical part 5 major hotel managers and many staffs were interviewed. Semi-interview is the interview/questionnaire system which was done with managers who are already in business and who have empirical experiences. The Interview was done by questionnaire. Questions were asked managers who are in question

and they returned their answers via e-mail. Qualitative research is not unaffected by the digital and technological revolutions at the beginning of the twenty-first century. Semi-interviews normally are done in a meeting set of questions in advance. Due to lack of time of my partner managers we had to have interview via e-mail. I sent them the main questionnaire which I created and they answered me. In an online interview you could try to do the same by sending a set of questions to participants and asking them to send back the answers.

The questionnaire touched the main perspective of problems and challenges in hospitality sector of Chandigarh. Unfortunately there was some limit to ask them question because of the sensitive form of problems and challenges in hospitality sector. As this topic may related to internal and external fame of the company, the questionnaire was limited to ask detailed questions. But still main perspective answers were received by the managers and participants. After data collection the results were evaluated in presentation of the partner by explaining implementations in the theoretical and empirical part.

## Observation and Analysis

Demographic profile of the respondents,

The table 1 shows that 80% of the respondents are male and 20% are female who all are working in the budget hotel industry Chandigarh.

**Table 1: Gender Ratio**

Gender	N%
Male	80
Female	20
Total	100

The table 2 shoes that 16% of the respondents have been working in the hotel industry for less than a year, 30% of the respondent are working for 1 to 5 years, 33.33% are working for 5 to 10years and 20% are working for more than 20 years.

**Table 2: Work Duration**

Less than a year	1 to 5y	5 to 10y	Above 10years
16%	30 %	33.33%	20%
100	100	100	100

The table shows that 70% of the respondent are getting a salary of below 10k, 16.66% are getting salary between 10k to 15k, 3.33% are getting salary between 15 k to 20k and 10% of the respondent are getting salary above 20k.

**Table 3: Salary**

Below 10k	10 to 15k	15 to 20k	Above 20
70%	16.66%	3.33%	10%
100	100	100	100

The table shows that 36% of the respondent who are working in the budget hotels joined the industry due to unemployment, 43% of the respondents are referred by friends and 20% due to reputation as a good place.

**Table 4: Reason of joining**

Unemployment	Referred by friend	Career advancement	Reputation as a good place
36%	43%	0	20%
100	100	100	100

### About the job:

The table 5 shows that 10% of the respondents strongly agree that the job is challenging, 6.66% of the respondents agree to it, 60% are neutral about it, 13% disagree and the rest 10% strongly disagree about it.

**Table 5: Job challenge**

Response	%
Strongly agree	10
Agree	6.66
Neutral	60
Disagree	13.33
Strongly disagree	10
Total	100

The table 6 shows that none of the respondents strongly agree that the effective skills were used in the hotel, about 10% of the respondents agree, 26% was neutral, 23.33% disagree and the rest 40% strongly disagree that the effective skills were used.

The table 7 shows that none of the respondents strongly agree or disagree that the work is safe , 80% o the respondents agree , 13% are neutral about it and the rest 6% strongly disagree that the work environment is safe.

**Table 6: Effective Skills**

Response	%
Strongly agree	
Agree	10
Neutral	26.66
Disagree	23.33
Strongly disagree	40
Total	100

**Table 7: Work Environment**

Response	%
Strongly agree	
Agree	80
Neutral	13.33
Disagree	
Strongly disagree	6.66
Total	100

### About the Place of Work

The table 8 shows that 50% of the respondents are strongly satisfied of the working hours ,20% are satisfied and the rest 30% are dissatisfied.

**Table 8: Working hours**

Response	%
Very satisfied	50
Satisfied	20
Dissatisfied	30
Total	100

The table 8 shows that 50% of the respondents are strongly satisfied of the working hours ,20% are satisfied and the rest 30% are dissatisfied.

**Table 9: Salary Treatment**

Response	%
Very satisfied	10
Satisfied	23.33
Dissatisfied	66.66
Total	100

The table 10 shows that the 10% of the respondents are very satisfied with the overall place of work, 86% are satisfied and a few 3% are dissatisfied.

**Table 10: Overall as a place of work**

Overall as a place of work	%
Very satisfied	10
Satisfied	86.66
Dissatisfied	3.33
Total	100

### Others

The table 11 shows that 56% of the respondents disagree that there are skilled and qualified manpower in the hotel industry, 10% of the respondents are neutral about it, 6% of the respondents strongly disagree and 26.66% agree.

**Table 11: Skilled and Qualified Manpower**

Overall as a place of work	%
Disagree	56.66
Neutral	10
Strongly disagree	6.66
Agree	26.66
Total	100

The table 12 shows that none of the respondents are strongly satisfied about their position of work, 16% are satisfied, the majority 60 % are neutral and 23.33% are not satisfied with their position of work.

**Table 12: Work Satisfaction**

Response	%
Strongly Satisfied	0
Satisfied	16.66
Nuetral	60
Not Satisfied	23.33
Total	100

The table 13 shows that none of the respondents strongly agree that there are more positive aspects to the job as compared to the negative aspects, 43.33% of the respondents agree and are neutral about it and 13.33% disagree to it.

**Table 13: Positive Aspects**

Response	%
Strongly Agree	
Agree	43.33
Neutral	43.33
Disagree	13.33
Total	100

The table 14 shows that 26% of the respondents would recommend the job to family members and friends and the rest 73% would not recommend it.

**Table 14: Recommendations to friends**

Response	%
YES	26.66
NO	73.33
Total	100

The table shows that 30% of the respondents have considered quitting their job and the rest 70% of the respondents have not thought of quitting the job.

### Quitting the Job

Response	%
YES	30
NO	70
Total	100

## Result

Data Analysis was a challenging but the most effective and efficient way to find out what is really going on within the industry.

This study states us about 80% of the total employees working in the budget hotels of Chandigarh are males. Hotels being always a male dominated work field is however successful to retain its staffs for a longer period of time i.e. 5-10 years. The average salary of the staffs working in the budget hotels of Chandigarh is below Inr.10, 000. About 36% of the staffs states that their motive of joining this industry is due to reference of their friend despite the job being moderately challenging, with an amazing working environment but a hectic working schedules and a very little salary payment. The overall staffs states that budget hotels of Chandigarh is overall a good working place with nominal skilled and qualified manpower with very few satisfied workers working in it.

## Problematic Areas

The overall study states that the Budget hotel of Chandigarh is overall a good working place and day by day maximum number are fascinated towards this industry but yes like every other business it too posses many problematic areas such as:

- Less chance of carrier growth and betterment for female staffs.
- People working here are getting very nominal salary.
- People joins the industry not for their carrier and personal development but because of others reference.
- People working there have hectic working schedules.
- Availability of skilled, trained and qualified manpower is very less.

The number of staffs working there is countable

## Conclusion

The main idea of this study was to find out differences between theory and practice in hotels motivating their staff. This was achieved at the end by comparing interview results with theory part and it is seen that there is huge difference between theory and practice; but it is being controlled or monitored by the General Managers themselves in many hotels where in some it is being controlled or monitored by other departmental Managers. On the other hand it was very important for me to find out about subject as clearly as possible. In the beginning I was afraid in case of unclear situations between theory and practice, but everything went very well and I managed to come up with the actual results without hesitating to explain the situation.

Motivation is a very important part of hotel management, in this point I am also personally interested in the practice of motivation. The consequences and operations of motivating staffs have created a general picture of motivation in my mind. Because there is not any hotel that survived without staffs proficiency. This encouraged me to get in the field in the future. I got enough theoretical information which can affect my professional work life and it also gave me an idea from which point should I start to be very good manager. On the other hand my partners also benefited from it by reading this study and they are able to see that they are in a correct path as it is in theory.

The visual perspective takes into consideration the skill of different people in terms of learning or understanding. The aim was to have everyone understood clearly this study.

The theoretical part is explained by using the professional's materials as well as the best available sources about motivation. Four main books were used which are accepted by motivation, and professional's articles were benefited in order to get reliable information for the study. In my opinion this was achieved because authorities books and articles were used in relation to motivation.

With the empirical part I am very satisfied because I got five major hotels manager for interview and I believe that their experiences and answers were 100% related to motivation of staffs in hotels as they have experience of motivation and the market.

I had opportunity to design of structure of the study as I was given freedom how I would like to do it. I am satisfied that I have created my own structure for motivation operations in.

On the other hand this study will be probably the first research about motivation for staffs in my university. I strongly believe that as the first study it will be quite good guidelines for students who would like to read about factors influencing motivation for staffs or who would like to write study about motivation. In the last part as I mentioned future general manager candidates, students will find beneficial issues for their future and critics of motivation.

When it comes to challenges to write this study, the main gap was to find out empirical information and a partner. Because motivating staffs cannot be a public issue for researches in empirical term with statistics and actual figures as it is secret strategy of the company. That is why students who would like to research on motivating staffs they should take these issues to consideration. In the theoretical part there was not any problem in finding sources, but mainly some specific sources are available and even though you try to find out different perspectives of motivation, it is mostly the same in literature. I hope that this study will be a pioneer study about motivation of in my university and most students will benefit from it to write more about motivation.

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