

A HUMAN RESOURCE DEVELOPMENT MONITORING SYSTEM FOR THE HOSPITALITY INDUSTRY OF MACAO

IMPLICATIONS FOR POLICY

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EXECUTIVE SUMMARY

A Human Resource Development Monitoring System for the Hospitality Industry of Macao

Purpose and Objectives

The purpose of the survey was to determine to what extent is guest satisfaction—as a measure of performance effectiveness—at hotels in Macao determined by strategic human resource issues. Among the key questions addressed are: Which aspects of hotel staff performance are most influential in satisfying guests? How do hotel managers perceive the favorability of certain conditions related to their job? How committed are they to working in the industry? Questions related to how attractive the industry is to future human resource pools in Macao, namely, undergraduate students, were also addressed. For example, how committed are they to working in the industry and to what extent are they attracted toward establishing a long-term career in the industry? And what job conditions or factors are most important to hospitality undergraduates?

Methodology

Three independent surveys were employed in carrying out this study. All were conducted in Macao at various intervals in the period of June to August 2002. In the Hotel Guest Satisfaction Survey, a total of 498 hotel guests selected randomly by quota sampling technique took part. The Hotel Management Survey was interviewed a total of 292 hotel supervisors and managers from no less than 14 hotels in Macao (of 3-star category or above). Finally, a total of 77 undergraduate students from IFT's higher diploma program in hospitality management took part in the survey for hospitality students.

General Findings

1. Hotel guest satisfaction

- About 68% of all hotel guests in Macao were satisfied with their hotel stay. Generally, this result is favorable and indicates a performance level that is above satisfactory for the hospitality industry of Macao.
- The survey shows that the most important factors determining guest satisfaction in Macao hotels are (1) the responsiveness of hotel staff to the needs of guests, their (2) constant availability and readiness to serve, and (3) enthusiasm and eagerness to serve. However, surveyed hotel guests indicated that human resources at Macao hotels were below average in their responsiveness to guests, and only moderately acceptable in their availability, readiness, and enthusiasm to serve.
- To close this gap, the study suggests that the hospitality industry of Macao needs to attract human resources that are good in empathy, understanding, as well as initiative. The industry needs to be infused with human resources that are not necessarily the smartest or technically brilliant but with individuals with good citizenship, a caring disposition, and good interpersonal as well as social skills. Unfortunately, these skills are hard to acquire and cannot be easily programmed into a training regimen and can only come about by training that demands a holistic and personal development of character to go alongside technical

and managerial training. It is imperative therefore that training programs be developed that lets individuals gain social and interpersonal competence to develop the kind of personality and human touch that guests have recognized the industry in Macao to be lacking.

2. Commitment of Hospitality Managers to the Industry

Overall, the survey indicates that managers in the hospitality industry are not entirely satisfied with present job conditions in the industry. This is, perhaps, weighing down the level of performance that generates satisfaction among hotel guests. The 3 most important job conditions to hospitality managers are (1) opportunities to interact with people, (2) having a sufficient variety of task, and (3) flexibility in work schedules. Unfortunately, the same managers concede that existing job conditions in the industry only moderately meets these priorities of managers.

The survey also reveals that there is a strong correspondence between the level of work commitment that managers have and the level of satisfaction of hotel guests. This suggests that hospitality managers exert a crucial and influential role toward the success of the industry in satisfying its guests. This further implies that continued managerial training and development are necessary and critical conditions for the long-term health of the industry. On the other hand, industry captains must also realize that skillful managers are hard to come by and that it is imperative to create conditions to attract managers to work in the industry and maintain high levels of commitment.

3. Hospitality Students' Attraction and Commitment to Work in the Industry

The survey findings show that most students in hospitality are attracted to it because of the (1) opportunity it provides for interacting with people, (2) the career prospects available, and (3) the international nature of the industry. Of these 3 important factors, however, students are under the perception that they have less opportunity for career advancement and few opportunities to interact with people. These 2 gaps between importance and perceptions result in decreased students' enthusiasm and imply a general lack of commitment and attraction to work in the industry among undergraduate students.

One implication of the above finding is that academic and training programs for hospitality undergraduates need to be calibrated and re-directed so that they include and enhance aspects that immerse and give students actual hands-on work experience in the industry via internship and practicum programs so that perceptual gaps between expectations and actual conditions will be lessened and that they become better prepared for the realities of working in such a dynamic industry. The findings also suggests that there is a need for the industry and its top management to effect new and innovative management approaches or styles in order to make hospitality operations accommodate the priorities of its future and potential managers, such as flexibility in work schedules, generating interests through direct and frequent interaction with guests and the like. Though easier said than done, efforts should be made toward meeting this goal.

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INTRODUCTION

As early as 1998, the Institute for Tourism Studies of Macao (IFT), working in concert with its European partners, Hotelschool the Hague and NHTV (Breda), and under the umbrella of a European Union-supported program for developing hospitality and tourism education and training in Macao, China, and the East Asian region¹, began the lengthy task of identifying areas in education and training that are crucial to the development of the hospitality and tourism industries in Macao and the region. In the ensuing three years, there followed several follow up activities that included bringing in European experts working together with faculty members from IFT that conducted, (1) a preliminary analysis of the training-needs and training-gap of the industry in Macao, (2) several visionary workshops that involved several captains of the industry, and (3) a succession of several in-depth interviews conducted with managers and key players of organizations in the industry.

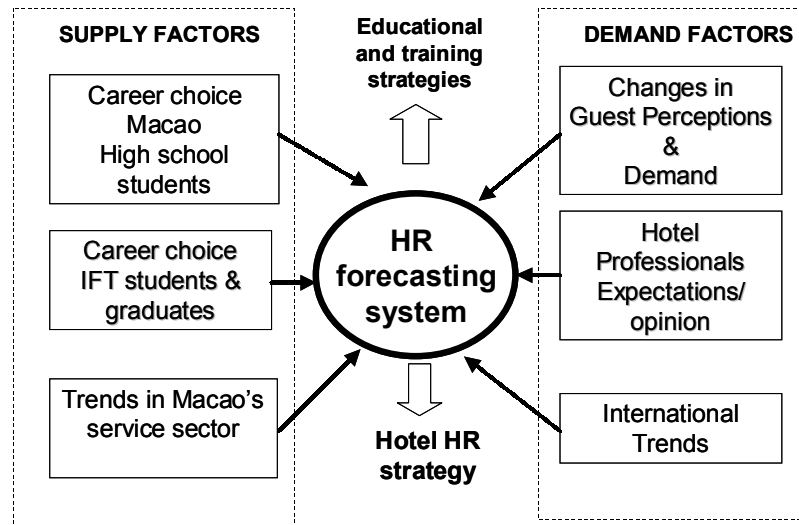
The result of the above preparatory work is the Human Resource Development Strategic Monitoring System (HRDSMS) for Macao. The objective of the HRDSMS is to monitor developments in supply and demand factors in the hospitality labor market of Macao and to provide policy-makers—both of public and private organizations—with strategic information that will enable them to make effective decisions in the short-term and better prepare themselves for their medium- and long-term future.²

Under the HRDSMS, strategic information from different sources will be collected, organized and combined into a conceptual human resource forecasting system that can be useful as inputs in making decisions related to (1) educational and training strategies as well as (2) hotel related human resource strategies. A broad overview of the system and its components can be seen in the conceptual figure below.

¹ This was the genesis of the Macao-Europe Center for Advanced Tourism Studies (ME-CATS), a regional tourism and hospitality think-tank and training unit initially funded by a grant by the European Union and now based at IFT.

² The appendix contains a preliminary listing of key factors in labor supply and demand in the hospitality industry which were identified by means of in-depth interviews conducted with several industry stakeholders in July 2001. Mr. Sander Allegro, expert consultant on this project with IFT under the ME-CATS program, headed the team that conducted the interviews.

Human Resource Development Strategic Monitoring System (HRDSMS) for the Hospitality Industry of Macao



The HR forecasting system is the central element in the system depicted above. The knowledge database that can be accumulated into this central element would provide a vital source of information from which decision makers can develop HR strategies for hotel organizations as well as strategies for education and training. This core element of the system is fed by data collected from both supply- and demand-side factors. An example of elements in the supply side is the extent to which secondary school students and university undergraduates find the hospitality industry as an attractive industry to establish a career. Such attraction to the industry ensures not just a stable supply of human resource but a pool of industry skill and talent.

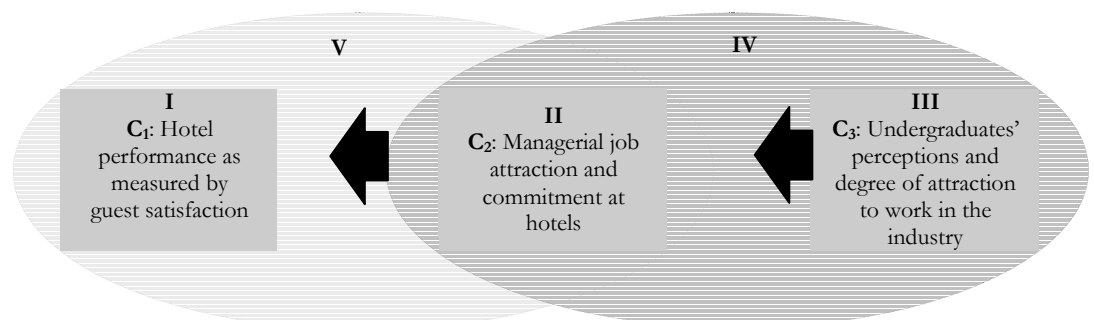
The present study

The study contained in this report highlights information collected on 3 components of the system:

- C₁: Hotel performance as measured by guest satisfaction (a demand factor)
- C₂: Managerial job attraction and commitment at hotels (a demand factor)
- And,
- C₃: Hospitality management undergraduates' perceptions of and degree of commitment (or attraction) to work in the industry (a supply factor)

Though these three components represent only a few of the key components that totally make up the system, these are nevertheless relevant as a starting point for building the system. The hypothesized relationship of these 3 components of the system can be glimpsed in the following diagram:

Partial model for the HRDSMS utilized in the present study



Under this model, **C₁** is believed to be influenced directly by **C₂** and indirectly by **C₃**. The quality and level of **C₂**, however, is ultimately determined by the level and quality of **C₃**. So, for example, if **C₂** conditions are not favorable (e.g., managerial attraction and commitment), so, too, in the long run will **C₃** conditions not be favorable and, consequently, negatively affect **C₁**. Put another way, satisfying hotel guests are accounted for a great deal by the level of job attraction and commitment of managers to their work and to the industry. On the other hand, hotel students can be seen as a reservoir of managerial skill, talent, and ideas that generate dynamism in the industry that can be of help in satisfying guests. But this reservoir is neither infinite nor immune to the pull and attraction of other industries that may tap it. Thus, if job circumstances for hospitality managers seem not favorable to students, this may deplete the industry of their potential skill and talent. This will somehow cripple the industry in an unsustainable downward cycle if not arrested in time.

It must be noted, however, that there are other variables of significance to the whole system that are not included here. For example, measures of job satisfaction and commitment of front-line or back-of-room staff are not included. These are intended to be incorporated in future extensions of the HRDSMS model.

This report is therefore organized along these first three components with Parts I to III detailing findings on the first 3 components (guest satisfaction, hotel managers, and hospitality undergraduates) while Parts IV and V summarize the relationship with **C₂** and **C₃** as well as **C₂** and **C₁**, respectively.

Key questions addressed in this study are:

- To what extent are guests at Macao hotels satisfied with services rendered?
- What various aspects of the hotel staff contribute to their satisfaction?
- Which aspects of hotel staff performance are most influential in satisfying guests?
- How do hotel managers perceive the favorability of certain conditions related to their job? How committed are they to working in the industry?
- What job conditions or factors matter most to them?
- Which of these conditions are most influential in determining the level of their commitment?
- How do hospitality management undergraduates perceive the favorability of certain job conditions in the hotel industry? How committed are they to working in the industry and to what extent are they attracted toward establishing a long-term career in the industry?
- What job conditions or factors are most important to hospitality undergraduates?
- How do these different job factors/conditions affect students' level of commitment and attraction to the industry?

METHODOLOGY

Three independent data collection efforts using field survey methodologies were employed in carrying out this study. All were conducted in Macao at various intervals in the period of June to August 2002. Details of the procedures followed for each survey are as follows:

Hotel Guest Satisfaction Survey

Interviews took place at several pre-selected strategic interviewing locations that are considered major tourist-drawing attractions in the territory. These included, but were not limited to, the areas of St. Paul's ruins, the Leal Senado Square, and the

Carmel Park at Taipa. A questionnaire was used to administer the survey. (A copy of the English version of the questionnaire is included in the appendix.) A random quota sampling technique was used in the selection of respondents to ensure that all major visitor groups from Macao's major markets were proportionally represented in the sample (i.e., visitors from Hong Kong, Taiwan, China, and other countries). A total of 498 respondents took part in the survey. Students of IFT conducted the interviews under close supervision. Hotel guests were defined as visitors to Macao who, at the time of the interview, have stayed at least one night in any of the territory's hotels (of 3-star category or above).

Hotel Management Survey

Through the assistance of the officers and members of the Macao Hotels Association Personnel and Training Committee, a total of 292 hotel supervisors and managers from no less than 14 hotels in Macao (of 3-star category or above) responded to a call for participating in the study. Questionnaires were delivered to the managers or supervisors via each hotel's personnel or human resource department. Supervisors and managers from various departments of hotels made up the sample. Respondents self-administered the questionnaire in private and sealed by them in an envelope. Completed questionnaires were received, unsealed and processed by IFT's research team. The filled-in questionnaires were neither, in any way, seen nor reviewed by management of the various hotels or by the personnel or HR departments. A copy of the questionnaire is included in the appendix.

Hospitality Students Survey

A total of 77 students from IFT's higher diploma program in hospitality management took part in the survey. Students from each of the 3 years in the program participated in self-administering the questionnaire. The students responded to a questionnaire that is identical in most aspects to the questionnaire administered to the hotel supervisors and managers, with only minor adaptations made. A copy of the questionnaire for the hospitality students is included in the appendix to the report.

I. ANALYSIS OF HOTEL GUEST SATISFACTION

This part of the report summarizes key findings with respect to satisfaction of guests with the hotels where they stayed. It reports on the general level of satisfaction expressed by guests interviewed in the survey, the factors that they consider important in determining their satisfaction, and the relationship between the two.

A. SATISFACTION WITH HOTELS IN MACAO

Table 1.1 below shows that as much as 68% of all guests interviewed in the study claimed that they were satisfied or very satisfied. Only 1.6% of the sample size of 496 claimed that they were dissatisfied with the hotel where they stayed. Such a finding shows a favorable impression of the service and quality that the hotel industry in Macao provides to its guests.

Table 1.1: Satisfaction with hotels in Macao
(In column %)

	Frequency	%
Very satisfied	53	10.7
Satisfied	284	57.3
Neither satisfied nor dissatisfied	151	30.4
Dissatisfied	8	1.6
Very dissatisfied	0	0.0
Total	496	100.0

B. FACTORS RELATED TO GUEST SATISFACTION

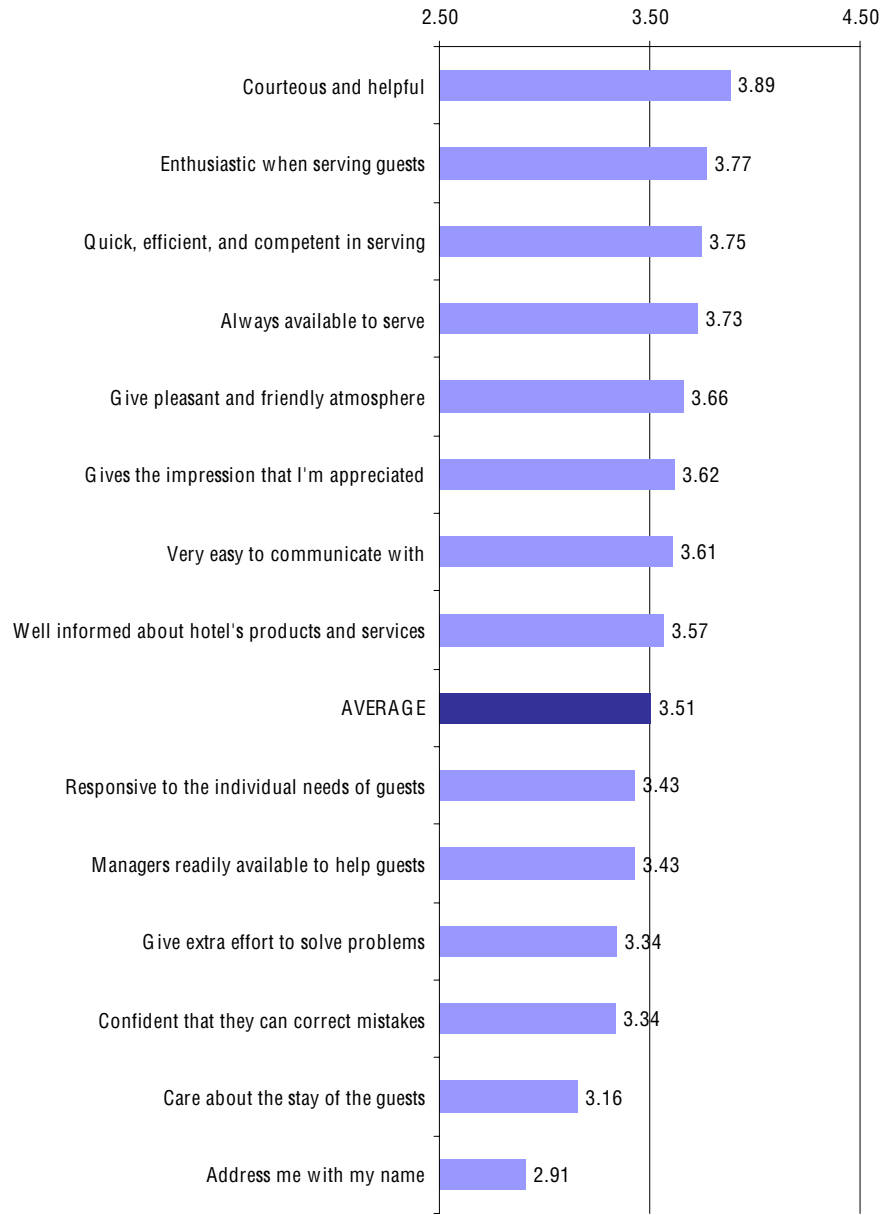
It is important to explore what factors are important to guests in considering their satisfaction with the hotel in which they stayed. Respondents to the survey were asked to rate their hotel in terms of several statements about their impressions of the performance of staff of their hotel. They were asked to indicate whether or not they agreed or disagreed to the statement descriptions on a scale of 1 to 5 with 5 indicating they “agree” to the statement and with 1 indicating that they “disagree” to the statement. Results of the question can be seen in Figure 1.1 next page.

Immediately obvious is that guests consider staff at Macao hotels to be courteous and helpful (M=3.89), enthusiastic (M=3.77), as well as quick, efficient, and competent (M=3.75). There are other factors that were rated quite well by the survey respondents. These include agreement to statements that hotel staffs in Macao are always available to serve, that they give a pleasant and friendly atmosphere and that the staff give the impression that guests are appreciated. All these factors were rated above average (M=3.51) by hotel guests.

However, just as there are good points among hotel staff in Macao, there are factors that need improvement as well. For example, respondents gave less favorable (or below average) ratings to how staff at hotels responds to guests’ individual needs, the lack of extra effort on the part of the staff to solve particular guest problems and the lack of confidence guests have on the staff. Worse of all factors that guests rated about Macao’s hotel staff are (1) that they don’t seem to care about the stay of the guests (M=3.16) and (2) that hotel staff do not seem to address guests by their names—a trend in more competitive and customer-centered hotel properties in other international destinations.

Figure 1.1: Hotel guests' overall rating of Macao hotel staff

(Bar lengths represent mean agreement to descriptions of Macao hotels' staff on a 5-point scale with 5 indicating strong agreement to description)



C. MOST IMPORTANT DETERMINANTS OF GUEST SATISFACTION

Apart from determining how Macao hotels are rated by guests in terms of certain factors pertaining to hotel staff, it is also important to determine which of these factors contribute most to overall guest satisfaction. The outcome of finding this information would be useful because training for hotel staff cannot be done well equally on all fronts or on all factors. Limitations in time, resources, and capabilities of staff to undergo training on all aspects of service cannot be achieved immediately. Thus, it is important to calibrate existing human resource training and development efforts in the hospitality industry and direct these toward factors that most make an impact in the experience of hotel guests.

To determine which of the 14 statement descriptions (or factors) proved most instrumental in determining guest satisfaction, regression analysis was performed in which respondent ratings for the 14 factors were inputted as independent variables in a multiple regression equation that used overall satisfaction with hotel as the dependent variable (also rated on a scale of 1 to 5, with 5 meaning very satisfied and 1 indicative of “very dissatisfied” evaluation.)

The resulting standardized (beta) coefficients of each factor in the equation can thus be taken as a surrogate measure of how important a factor is in determining a guests’ overall satisfaction with the hotel. The higher the coefficient, the more influential a factor is in accounting for overall guest satisfaction. Table 1.2 below shows the 14 factors in the order of importance as measured by the size of the regression coefficient. Figure 1.2 next page reproduces the same information in a diagram.

Table 1.2: Factors most correlated with hotel guest satisfaction

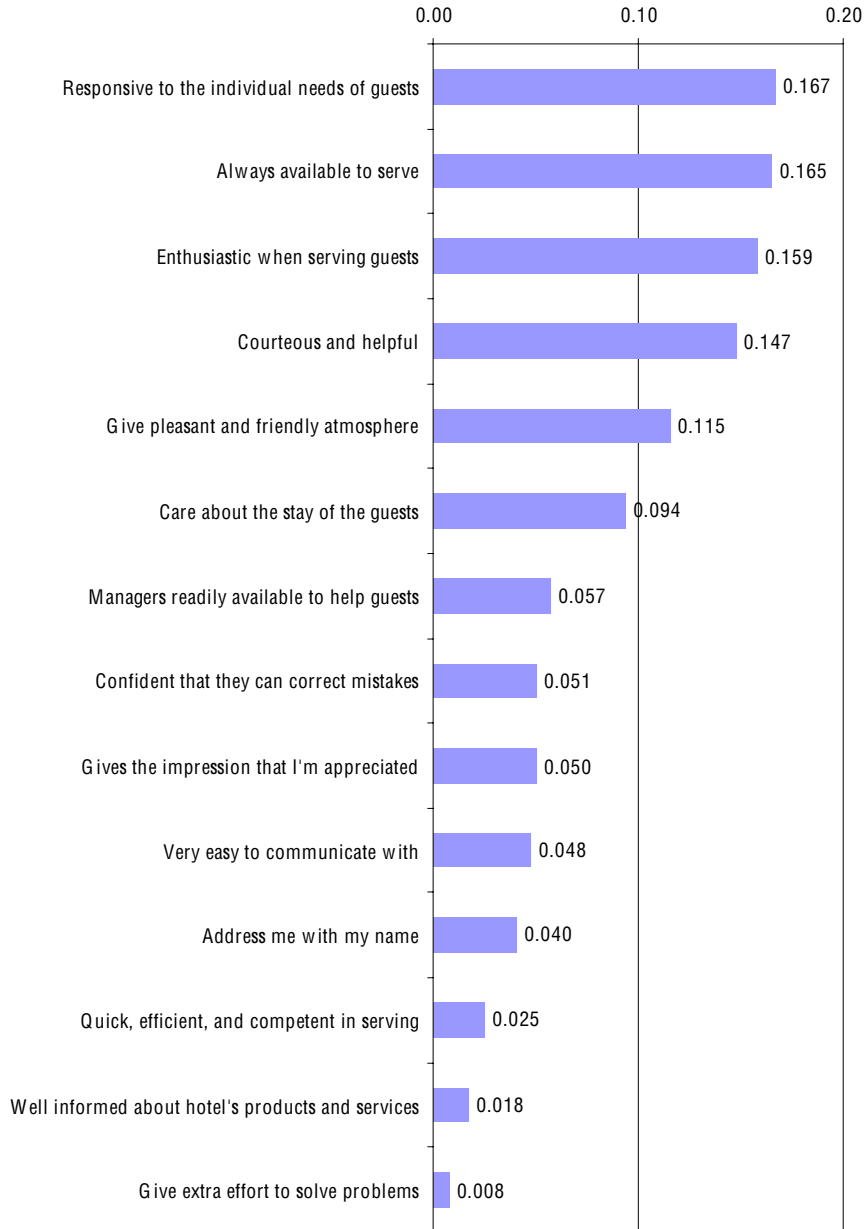
<i>Factors</i>	Standardized coefficient
1. Responsive to the individual needs of guests	0.167
2. Always available to serve	0.165
3. Enthusiastic when serving guests	0.159
4. Courteous and helpful	0.147
5. Give pleasant and friendly atmosphere	0.115
6. Care about the stay of the guests	0.094
7. Managers readily available to help guests	0.057
8. Confident that they can correct mistakes	0.051
9. Gives the impression that I'm appreciated	0.050
10. Very easy to communicate with	0.048
11. Address me with my name	0.040
12. Quick, efficient, and competent in serving	0.025
13. Well informed about hotel's products and services	0.018
14. Give extra effort to solve problems	0.008

The most important factor that determines overall guest satisfaction with hotels is the staff’s responsiveness to the individual needs of guests. The second and third most important aspects, respectively, are that staff be always available and ready to serve and enthusiastic when serving guests. Courtesy and helpfulness are indeed important but only after these first three factors.

The least important factor to hotel guest is that staff “give extra effort to solve problems” probably because they (the respondents) hope never to encounter problems in the first place. Other less important aspects are that hotel staff be quick and efficient or well informed about the hotel’s products and services. It

seems to be the case that hotel guests are willing to be flexible and expect less than quick or efficient services from hotel staff so long as they can expect good performance in the factors that matter most to them. Another possible interpretation is that these factors are of lesser consequence to the guests because poor performance in these factors can be compensated for in other ways. On the other hand, factors that are considered important such as responsiveness and availability, are usually difficult to deliver and hard to compensate for when they are not performed well.

Figure 1.2: Factors determining hotel guest satisfaction, ranked by importance
(Bar lengths represent standardized coefficient of each factor to overall guest satisfaction)



D. IMPORTANCE AND PERFORMANCE

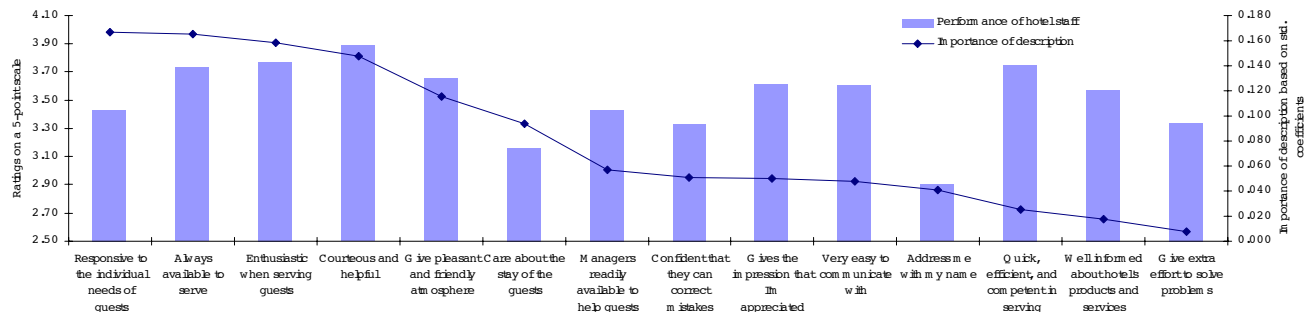
It is possible to combine information on both the performance of Macao hotel staff on the 14 key factors (in Figure 1.1) and the relative importance of these (Figure 1.2) to indicate which aspects of hotel guest satisfaction are being targeted

correctly or otherwise by the hospitality industry in Macao. The combination of this information can be plotted in a chart as is done in Figure 1.3 below and suggests some important findings.

The heights of the bars in the chart represent the performance ratings given by survey respondents and are derived from Figure 1.1 (previously shown). This variable is anchored on the left vertical (or left y-) axis. The dotted line represents the degree of importance of each factor and is derived from Table 1.2 or Figure 1.2 (also previously shown). This variable is anchored on the right end scale of the chart. A quick look at the chart shows the factors arranged from left to right in the order of their importance. The height of the bars—and whether these exceed, meet, or fall short of the degree of importance—indicates whether appropriate effort and focus is being given to factors that are of most concern to hotel guests in Macao. For the three most important factors—responsiveness, availability, and enthusiasm (the left-hand side bars)—staff at Macao hotels seem to fall short of guest expectations. For factors such as courtesy, helpfulness, and giving a pleasant and friendly atmosphere to guests, these are factors that Macao hotels excel in at about the appropriate level. However, in several factors that are less important to guests, such as availability of managers, confidence, quickness and efficiency, and communicative skills, hotel staffs seem to be rated quite highly. Although this in itself is positive, it is possible that efforts on these factors are being achieved at the expense of performing better in other areas of service quality that are more significant to guests' point of view. In other words, while Macao's hotel staff—as a whole—enjoy the favorable evaluation of many hotel guests, their management and training may be less than optimally targeted at where it can make the best difference to guests. Thus, a possible realignment of training and management issues may be required to re-direct efforts towards enhancing overall guest satisfaction.

Figure 1.3: Hotel guests' overall rating of Macao hotel staff

(Bar lengths represent mean agreement to descriptions of Macao hotels' staff on a 5-point scale with 5 indicating strong agreement to description)



IMPLICATIONS OF FINDINGS FOR POLICY

Thus far, findings show that the hospitality industry of Macao enjoys the satisfaction of its guests. This has been achieved by exceeding guests' expectations (their importance levels) on many factors related to hotel staff performance, with the exception of poor performance in only a few—yet the most important—factors such as responsiveness, availability, enthusiasm, and care. This suggests that the industry is desperately in need of improvement in areas of human effectiveness that are, perhaps, the most difficult to achieve, for these areas are concerned not with mechanical and technical efficiency, nor can they be easily addressed by increases in capital spending or training programs. It suggests that the industry needs to attract human resources that are good in empathy, understanding, as well as initiative. It requires people that are not necessarily the smartest or technically brilliant but

individuals with good citizenship and a caring disposition. Unfortunately, these are characteristics that cannot be easily programmed into a training regimen of some sort. It can only come about by training that demands a holistic and personal development of character to go alongside technical and managerial training. It suggests a need for training program that lets individuals gain social and interpersonal competence to be able to develop the kind of personality and human touch that guests have recognized the industry in Macao to be lacking via this survey.

The findings further imply that as Macao's tourism development opens up new markets of tourists, such demands may become salient in the future. For the present crop of managers running the industry, therefore, immediate instruction may be needed on how best to equip them with the social and interpersonal skills needed to detect these evolving needs of hotel guests in Macao. Though honed by years of experience and technical expertise, managers may be facing a new challenge in delivering the kind of "touch" required by guests.

II. ANALYSIS OF HOSPITALITY MANAGERS

This part of the report focuses on the second important component of the simplified HR model for the hospitality industry: C₂ or managerial job satisfaction and commitment at hotels. This component takes into account the satisfaction, perceptions, and importance that hotel staff—of supervisory level or above—among various hotels in Macao have in regard to certain relevant job conditions or factors. The reasoning is that in order to achieve the kind of hotel guest satisfaction that the hospitality industry wishes to target, managers of all key operations in the hotel industry play a crucial role. Simply put, managerial performance is an influential factor in front- and back-line performance from hotel staff, which, ultimately, leads to the overall level of guest satisfaction with the hotel industry.³ This part of the report reveals key findings related to three variables that were measured in a survey of hotel managers. These are:

- ◆ Hotel managers' perceptions of job conditions
- ◆ The importance of these job conditions (or factors)
- ◆ The level of their commitment to the industry

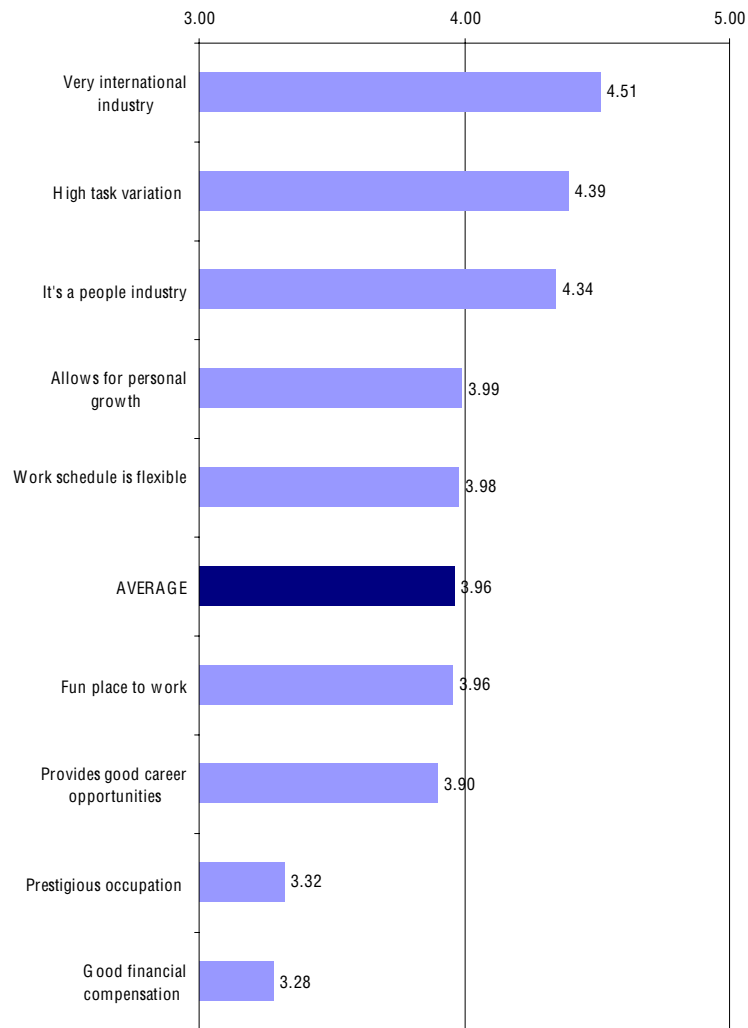
A. MANAGERIAL PERCEPTIONS OF JOB CONDITIONS IN MACAO HOTELS

Several statements related to working in the hospitality industry in Macao were given to professionals in various hotels with a supervisory rank or above. They were asked to indicate their agreement to each statement on a 5-point scale. The statements were modeled from prior exploratory research conducted in a similar format in the Netherlands⁴ and included statements about the nature and characteristics of occupations in the hospitality industry. Results showing the mean agreement of respondents for each of the statement in the inventory can be seen in Figure 2.1 next page.

³ In future extensions of the HR model, satisfaction and other variables related to non-managerial front- as well as back-line staff will be included into the overall model.

⁴ The study in the Netherlands was on “Retention of Hotel School Graduates in the Hospitality Industry”—an on-line survey conducted by the Hotel School The Hague (International Institute for Hospitality Management) and the International Hotel and Restaurant Association (IHRA).

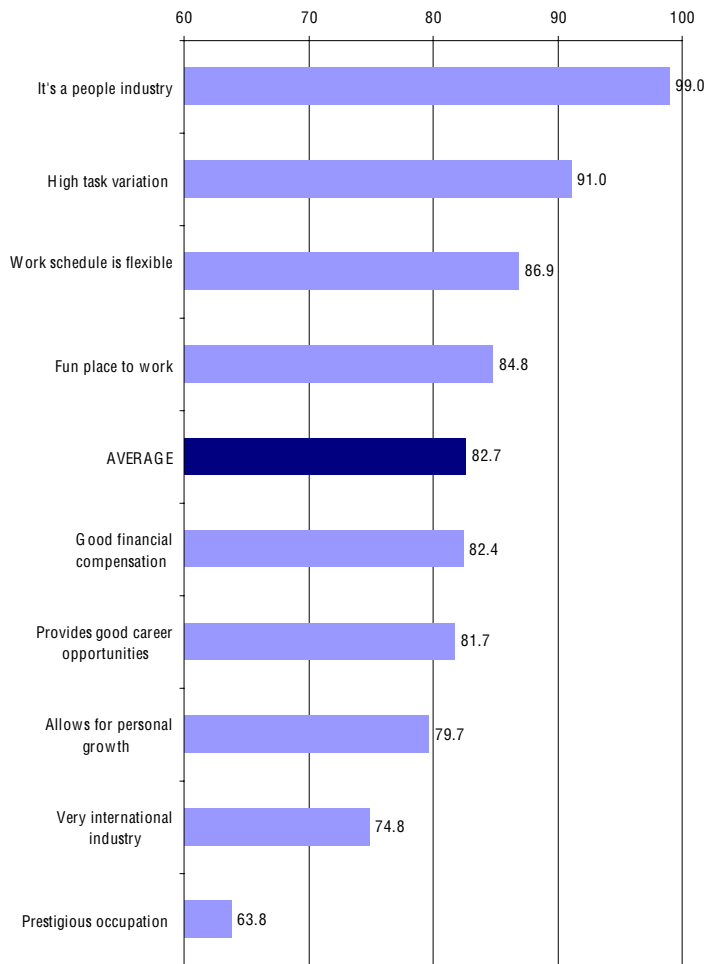
Figure 2.1: Hotel managers' perceptions of job conditions in the industry
 (Bar lengths represent mean agreement to job description on a 5-point scale with 5 indicating complete agreement)



Hotel managers were generally in agreement that the industry is a very international one (M=4.51) wherein managerial tasks have a high variety (M=4.39) and that mainly deals with people (M=4.34). There was less agreement in describing job conditions as prestigious (M=3.32) and paid well (M=3.28). In between these descriptions, managers on average thought that jobs in the industry provided for personal growth (M=3.99), flexible work schedule (M=3.98) and a fun place to work (M=3.96) while providing for a good opportunity for developing a career (M=3.90).

On Figure 2.2 next page, the same factors are displayed but this time ranked according to the percentage of managers that considered the factor to be important or not. Immediately apparent is that 99% of the managers interviewed considered their jobs in the industry to be important because of the way it deals with people of different kinds. Also, 91% thought that their jobs are important because of the variation in tasks that it gives them and the flexibility in work schedule it affords (stated by 86.9% of respondents). Of lesser importance to managers were occupational prestige (63.8%), the international nature (74.8%) and possibilities for career opportunities (79.7%) as well as financial compensation (82.4%). In essence, therefore, it seems that the most important job characteristics to managers in the industry were ones that related to the activities of their daily tasks (meeting people, variety, and flexibility). They are present- rather than future-oriented (career opportunities, growth) and, on the surface, seem to care less about money or status.

Figure 2.2: Percentage of hotel managers stating that job factor is important
(Bar lengths represent mean agreement to job description on a 5-point scale with 5 indicating complete agreement and line depicts percentage of respondents stating that the job condition is important)



By combining Figures 2.1 and 2.2 into a single chart, we can determine “gaps” between the degree of importance placed by hospitality managers on several job conditions and their perceptions of the actual state of those conditions based on their experience. This combined figure can be seen in the next page as Figure 2.3.

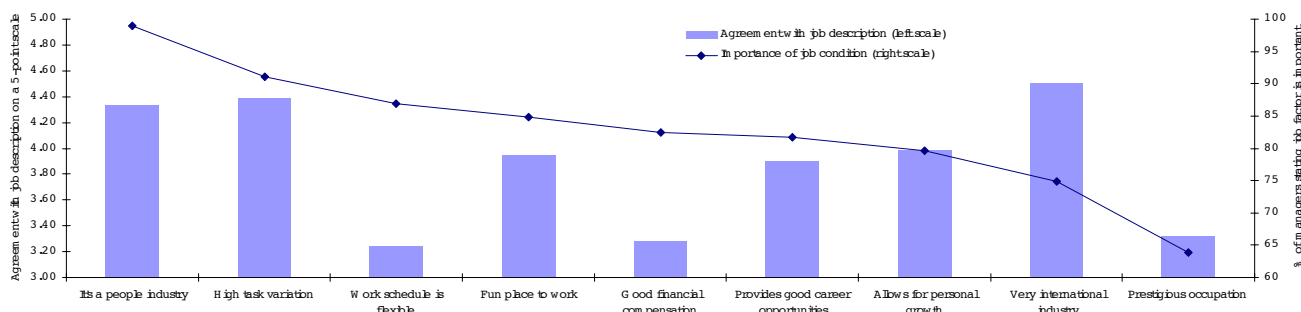
The line in the chart corresponds to the degree of importance placed by managers on the different job conditions⁵ and is anchored on the scale on the right margin while the height of the bars represent the mean agreement of the managers to the job conditions described, measured on a 5-point scale of agreement.

It is apparent from the chart that two job conditions seem to be very important to managers yet are considered by most to be less than ideal according to the job condition. For example, most managers consider with importance that the industry for which they work be one that deals with people (“it’s a people industry”) and that there is a high variation of task (“high task variation”). Yet managers rate these two factors to be less than ideal in their actual assessment of the job condition. Thus, it could be generally stated that managers in the hospitality industry are not entirely fulfilled in terms of these two conditions.

⁵ Measured as the percentage of managers interviewed that stated the factor to be important to them.

Figure 2.3: Differences between the importance of job conditions in the hotel industry versus perceptions of actual job conditions by MANAGERS

(Bar lengths represent mean agreement to job description on a 5-point scale with 5 indicating complete agreement and line depicts percentage of respondents stating that the job condition is important)



The gap between importance and perceived actual job conditions by managers seem more serious in “flexible work schedule” and “financial compensation.” These two factors, though considered by managers only as average in importance, are both perceived to be much less than ideal in the present circumstance and may be a source of dissatisfaction for them.

In only two job descriptions do managerial assessment of actual job conditions and the importance they placed on these match. These are that job conditions in the hospitality industry “allow for personal growth”, are regarded prestigious, and, to some extent “provide good career opportunities.” Thus, out of nine generic job descriptions of working in the hospitality industry, assessments by managers reveal that 2 job conditions are significantly wanting, 4 moderately so, while 1 condition (international) seem to be overrated and only 2 conditions are appropriately fulfilled according to the level of importance placed upon these by managers.

B. DEGREES OF COMMITMENT BY MANAGERS

The 496 managers that were interviewed were divided into 3 groups (or clusters) according to the degree of their commitment to working in the industry. Degree of commitment was measured by collecting managerial responses to four statements to which they indicated their agreement or disagreement. These four statements were:

- ◆ “It had always been my career plan to work in the hospitality industry.”
- ◆ “If I had the choice to do it all over, I would make the same choice (i.e., to work in the hospitality industry.)”
- ◆ “Ten years from now, it is very likely that I will still be working in the hospitality industry.”
- ◆ “I would encourage young persons seeking my advice about making a career in this industry.”

Responses to the four statements above were averaged and unified into a single index or measure of commitment. Using this composite measure for commitment, the sample of managers was divided into three groups⁶ based on each group’s mean level of commitment. The mean level and relative size of each of the group are summarized in Table 2.1 below. One group consisted of “high commitment”

⁶ Cluster analysis was the analytical procedure used to classify the managers into three groups.

managers with M=3.63 (on a 5-point scale) on the composite measure of commitment. This group comprised 12.4% of the sample. Low commitment managers comprised 10.7% of the sample and had commitment level of M=1.91. In between these two groups were managers of “average commitment” comprising the bulk, or 77%, of the sample and had a commitment level of M=2.74.

Table 2.1: Relative sizes of the three managerial segments according to their level of attraction and commitment to the industry

<i>Characteristics</i>	<i>Low commitment</i>	<i>High commitment</i>	<i>Average commitment</i>	<i>All managers</i>
Mean score for commitment*	1.91	3.63	2.74	2.76
No of cases	31	36	224	291
Percent of all respondents	10.7%	12.4%	77.0%	100.0%

*Scale of 1 to 5 with 5 being the highest

In the following sub-sections, the three groups of managers are analyzed separately to determine what factors specifically influence their degree of commitment to the hospitality industry. Both the mean agreement ratings on and the importance attached to the different job conditions are calculated for each group of managers.

1. Low Commitment Managers

Low commitment managers are similar to all other managers that were sampled in that high task variation and the people-nature of the industry are important job conditions for them. However, the next most important factors to low commitment managers are “very international” and “personal growth” factors— which they rate to be less than ideal (or below average) compared to other job conditions. This can be seen in Table 2.2 below and the accompanying Figure 2.4.

Table 2.2: Agreement with and importance placed by LOW commitment managers on different job characteristics in the hospitality industry

<i>Job characteristics or factors</i>	Agreement (Mean rating on a scale of 0-100)*	Importance (% of respondents saying it is important)
High task variation	24.5	96.8
It's a people industry	25.3	96.8
Very international industry	23.3	90.3
Allows for personal growth	28.7	90.3
Fun place to work	29.7	87.1
Provides good career opportunities	31.6	87.1
Work schedule is flexible	38.0	87.1
Good financial compensation	44.5	83.9
Prestigious occupation	41.3	80.6
Average	31.9	88.9

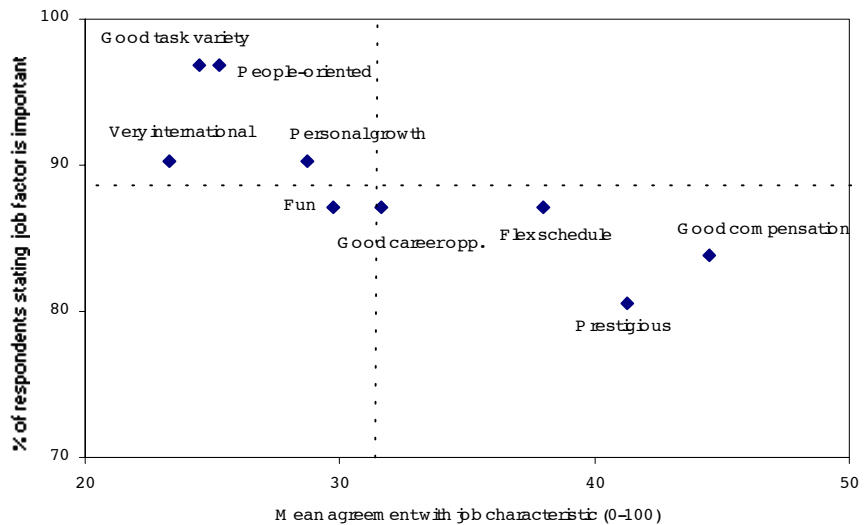
*Mean responses to the 5-point agreement scale were transformed into a 0-100 point scale for compatibility with the importance scale.

Figure 2.4 shows a four-quadrant diagram framed by this group’s mean agreement with each job description (the horizontal or x-axis) and the importance placed on each (the vertical or y-axis.) The line in the middle of each axis represents the mean value obtained for figures on each axis. The upper right quadrant of the diagram represents job conditions or descriptions that are important to the managers and to which managers agree to highly. The upper left quadrant

represents a region in which job conditions are important to managers yet appear to be less than ideal to the managers (i.e., they agree less to the job description). The lower right quadrant is a region where managers consider job conditions to be ideal but not important to them. Finally, the lower left region represents an area where job conditions are neither important nor existing in the opinion of the managers.

Oddly, low commitment managers agreed quite strongly that the industry provides good compensation and a prestigious occupation though these two are not important to them.

Figure 2.4: Low commitment managers' perception of industry job condition and degree of importance



Thus, Figure 2.4 above provides a snapshot of the reasons why some managers in the industry are low in commitment. These managers consider the four most important job conditions for them (task variety, people-orientation, international, and personal growth) to be less than ideal in the industry. In fact, the pattern of data in the figure suggests a negatively sloped line (from the upper-left corner to the bottom-right corner), which means that the industry is considered by low commitment managers to be good in job conditions *least* important to them and vice-versa in those that to them matter most.

2. High Commitment Managers

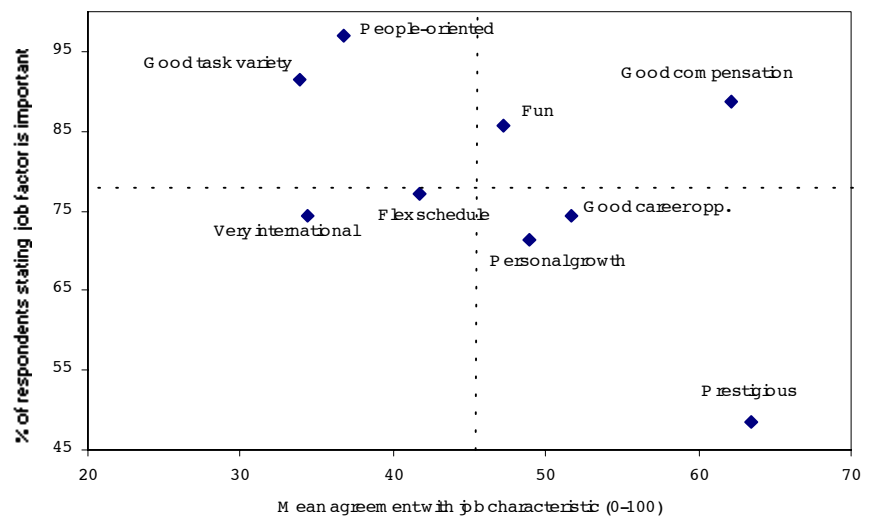
As with low commitment managers, high commitment managers find that people-orientation and good task variety are important job conditions in the hospitality industry yet presently less than ideal. However, high commitment managers consider the next most important job factors—good compensation and fun—as reflective of the current job situation in the industry. See Table 2.3 next page. In the diagram on Figure 2.5 also next page, these two conditions are in the upper-right region. This is, perhaps, the reason why this group of managers exhibits a high level of commitment to the industry. In contrast to the low commitment managers, the 3rd and 4th most important job factors are adequately supplied by the industry (i.e., jobs are fun and pay well.)

Table 2.3: Agreement with and importance placed by HIGH commitment managers on different job characteristics in the hospitality industry

Job characteristics or factors	Agreement (Mean rating on a scale of 0-100)*	Importance (% of respondents saying it is important)
It's a people industry	36.7	97.1
High task variation	33.9	91.4
Good financial compensation	62.2	88.6
Fun place to work	47.2	85.7
Work schedule is flexible	41.7	77.1
Very international industry	34.4	74.3
Provides good career opportunities	51.7	74.3
Allows for personal growth	48.9	71.4
Prestigious occupation	63.4	48.6
Average	46.7	78.7

*Mean responses to the 5-point agreement scale were transformed into a 0-100-point scale for compatibility with the importance scale.

Figure 2.5: High commitment managers perception of industry job condition and degree of importance



3. Average Commitment Managers

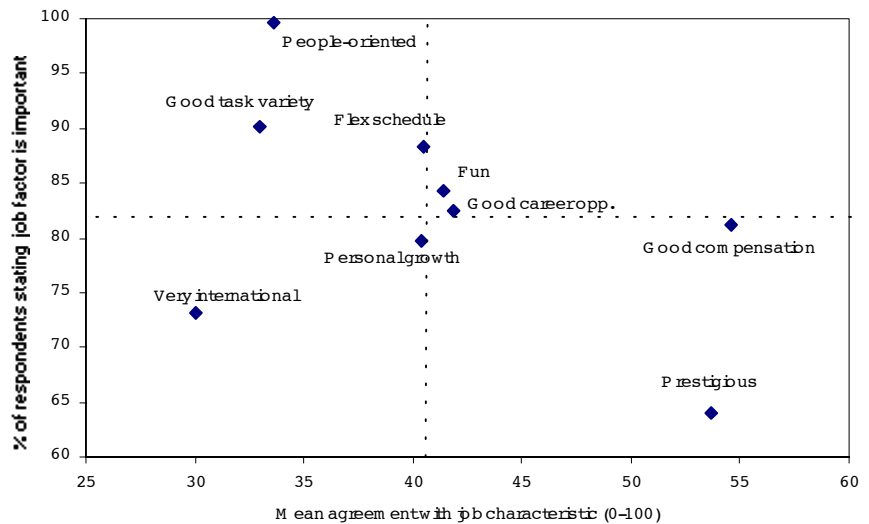
Similar to the two other groups, average commitment managers think that jobs in the hospitality industry are low in people-orientation and poor in task variety, though these two factors are of high importance to them. See Table 2.4 and Figure 2.6. In contrast, however, to the two other groups of managers, average commitment managers consider having a flexible schedule and fun at work to be of above-average importance. (Recall that low commitment managers consider international character and personal growth opportunities similarly as of above-average importance while good compensation and fun at work are typical job conditions of above-average importance to high commitment managers.) The issue, however, is that average commitment managers perceive that jobs in the industry are actually just moderately flexible in schedule and fun. (In the diagram, these two factors lie just around the vertical mean axis.) Thus, average commitment managers are those whose priorities (after people orientation and task variety) are flexibility and fun but are only moderately encountered in the industry.

Table 2.4: Agreement with and importance placed by AVERAGE commitment managers on different job characteristics in the hospitality industry

<i>Job characteristics or factors</i>	Agreement (Mean rating on a scale of 0-100)*	Importance (% of respondents saying it is important)
It's a people industry	33.6	99.6
High task variation	33.0	90.1
Work schedule is flexible	40.5	88.3
Fun place to work	41.4	84.3
Provides good career opportunities	41.9	82.5
Good financial compensation	54.6	81.2
Allows for personal growth	40.4	79.8
Very international industry	30.0	73.1
Prestigious occupation	53.7	64.1
Average	41.0	82.6

**Mean responses to the 5-point agreement scale were transformed into a 0-100 point scale for compatibility with the importance scale.*

Figure 2.6: Average commitment managers' perception of industry job condition and degree of importance



To summarize, all managers in the industry consider people-orientation and task variety to be the most important job conditions. Unfortunately, they are all unanimous in perceiving that actual job conditions in the industry are less than ideal for these two conditions. This could be the structural obstacle that accounts for the present state of guest satisfaction in the industry, which, though not bad, could in principle be better.

What makes a manager low, high, or average in commitment depends mostly on the third- or fourth-most important job conditions for them. For high commitment managers, good compensation and fun at work are the key to their dedication. Low commitment managers, on the other hand, need/want international exposure and avenues for personal growth, both of which the industry do not offer in their assessment. Finally, a manager could be average in his or her commitment simply because he/she requires flexibility, fun and a good career opportunity but the industry seems, to them, only moderately able to grant these.

III. ANALYSIS OF HOTEL STUDENTS

Using very much the same procedure and measures as was used to interview hotel managers in Macao, undergraduate students majoring in hotel management at IFT were surveyed. The rationale for doing this as part of the HRDSMS is to determine whether discrepancies exist between undergraduates' and managers' perceptions of as well as importance placed in the different job conditions in the industry. Knowing these discrepancies is of great value to calibrating the education, direction of training, and career preparation of future professionals in the industry.

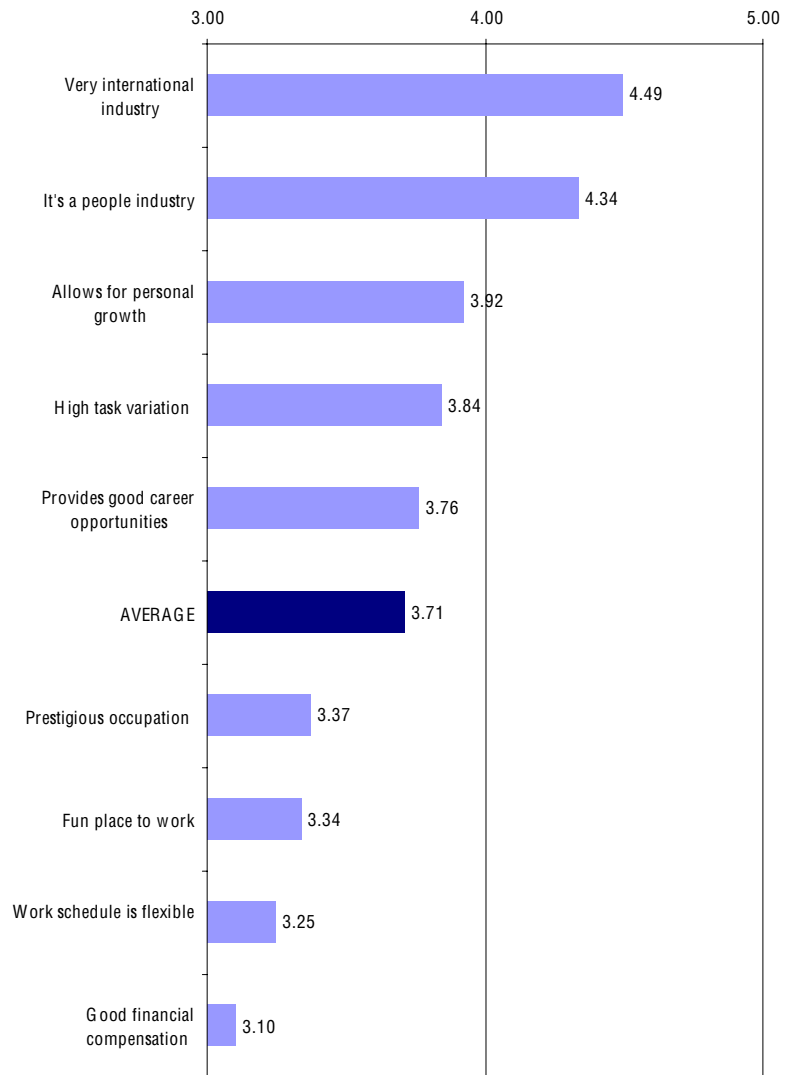
Differences between hotel managers and hotel students will be discussed in more detail in Part IV of this report. In this part, analyses of responses given by hotel students regarding their perceptions of job conditions in the industry, the importance of these, as well as discrepancies between their own perceptions and importance are reported. In addition, closer examination on what factors contribute to variations in students' commitment to working in the industry will be examined.

A. HOTEL STUDENTS' PERCEPTIONS AND IMPORTANCE OF JOB CONDITIONS IN MACAO HOTELS

Figure 3.1 below reveals that, on a 5-point scale measuring agreement to certain job descriptions, hotel students highly consider occupations in the industry to be very international (M=4.49) and to be people-oriented (M=4.34). Secondary to these is that students consider the job conditions in the industry to allow for personal growth (M=3.92), have high task variation (M=3.84), and provide good career opportunities (M=3.76). Students do not think that industry jobs offer good compensation (M=3.10), flexibility in schedule (M=3.25) and not as fun (M=3.34) nor as prestigious (M=3.37) as other occupations in other industries.

Figure 3.1: perceptions of actual job conditions by HOTEL STUDENTS

(Bar lengths represent mean agreement to job description on a 5-point scale with 5 indicating complete agreement and line depicts percentage of respondents stating that the job condition is important)

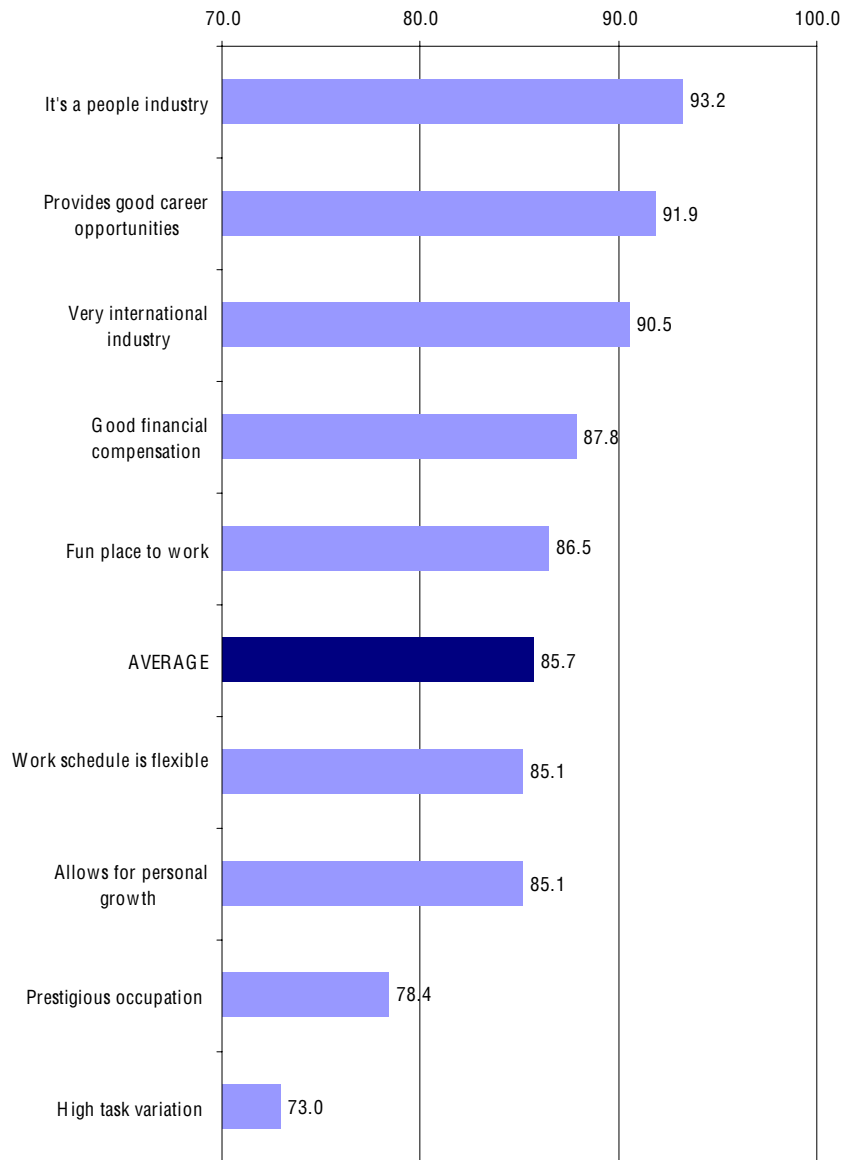


To hotel students, and as evident in Figure 3.2 next page, the most important aspects of work in the industry are that it deals with people (claimed by 93.2% of students interviewed), that it provides good career opportunities (91.9%) and that it is an international industry (90.5%). It is obvious from these top 3 factors that students find it important to broaden their horizons and expand the possibilities—either for professional or personal advancement—that lie before them. It is possible that they find these characteristics of job conditions in the industry to be the attractive “pull” that leads them into choosing a study path in hospitality. It is likely therefore that it is because of these conditions that broad minded, outgoing, and highly communicative young individuals are drawn into the industry, a finding that should be noted not just by educational or training bodies but by industry employers as well.

Of secondary but above average importance to students are having good financial compensation (87.8%) and fun (86.5%). Least important to students are to have

jobs with high task variety (73%), prestige (78.4%), and possibilities for personal growth (85.1%) and flexibility in work schedule (85.1%).

Figure 3.2: Importance of job factors by HOTEL STUDENTS
(Bar lengths represent mean agreement to job description on a 5-point scale with 5 indicating complete agreement and line depicts percentage of respondents stating that the job condition is important)



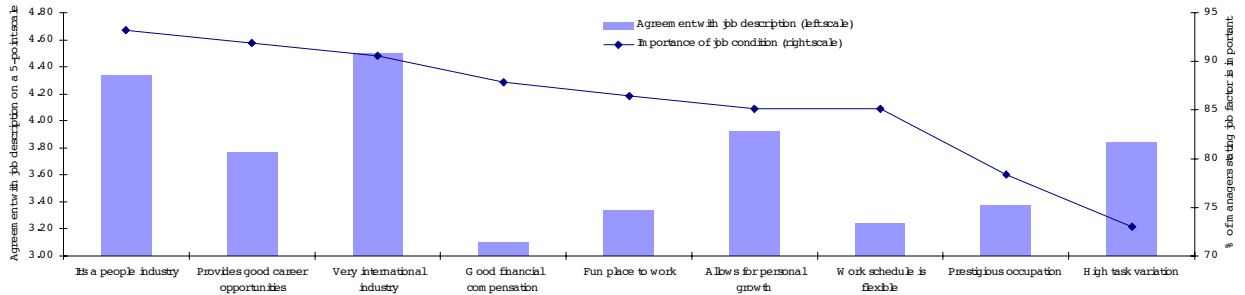
As was done with inputs from managers in the industry, data from Figures 3.1 and 3.2 regarding perceptions and importance of the nine job conditions are combined into a new chart, Figure 3.3, to determine gaps between these two (i.e., perceptions and importance).

Looking at the chart, it appears that in the two job conditions most important to students (people industry and good career opportunity), students perceive that actual conditions in the industry are not so ideal. In five job conditions (financial compensation, fun place, flexible work, prestige, and personal growth), students are of the perception that the industry provides little of these, however less important

these may be to them. It is only in one aspect, the international nature of the industry, do students find a match between the importance they place and perceived conditions in the industry.

Figure 3.3: Differences between the importance of job conditions in the hotel industry versus perceptions of actual job conditions by STUDENTS

(Bar lengths represent mean agreement to job description on a 5-point scale with 5 indicating complete agreement and line depicts percentage of respondents stating that the job condition is important)



B. DEGREES OF COMMITMENT BY HOTEL STUDENTS

Similar to what was done in the analysis of managers, students were grouped into 3 types according to the degree of their commitment to pursuing a long-term career in the industry. Students indicated their level of agreement with 4 statements similar to the ones that were asked of managers but slightly modified to suit the students' situation. These four statements were:

- ◆ “Before studying hospitality management, I had considered studying another career.”
- ◆ “If I had the choice to do it all over, I would make the same choice of studying hospitality management.”
- ◆ “Ten years from now, it is very likely that I will be working in the hospitality industry.”
- ◆ “I would advise my young friends in high school to study hospitality management.”

Level of agreement was indicated on a 5-point scale with 5 meaning that students “highly agree” to the statement. The mean agreement scores for each of the 4 statements were then averaged to form a composite measure of commitment. (In the case of students, this index could alternatively be called an “attraction index,” that is, one that measures the attraction they have of pursuing a career in the industry.)

Table 3.1 below shows the mean score on the commitment index and relative sizes of each of the 3 groups that were identified. Low commitment students generally indicated disagreement to the statements (M=1.96) and made up 23.4% of the student sample. High commitment students had M=3.71 on the commitment index and, as a group, made up also 23.4% of the sample. Majority of the students in the sample (53.2%) were of average commitment (M=2.81), indicative of an indifferent view in regard to studying and working in the industry.

Table 3.1: Relative sizes of the three student segments according to their level of attraction and commitment to the industry

Characteristics	High commitment	Low commitment	Average commitment	All students
Mean score for commitment*	3.71	1.96	2.81	2.82
No of cases	18	18	41	77
Percent of all respondents	23.4%	23.4%	53.2%	100.0%

Note: Scale of 1 to 5 with 5 being the highest.

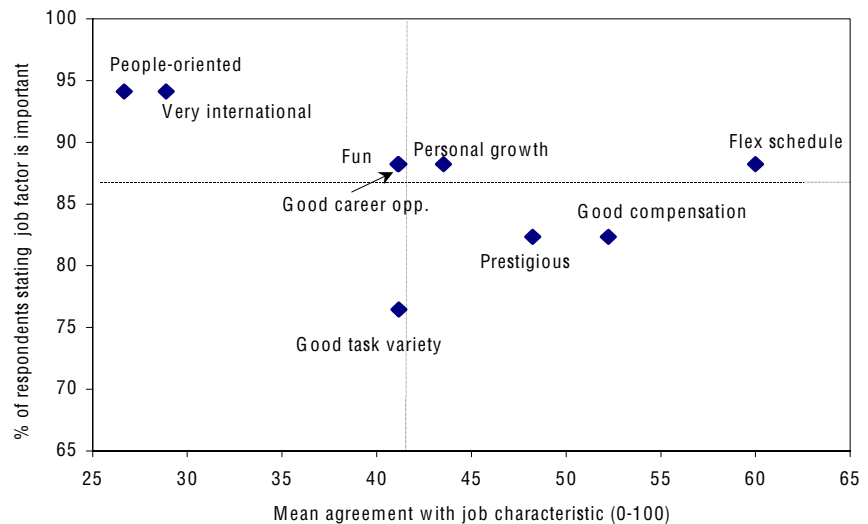
What makes students have low commitment to the industry? Table 3.2 and the accompanying Figure 3.4 below can be instructive on this question. Data in the table shows that the most important job factors to this group—people orientation and an international dimension—seems to be less than ideal in their current perception of the industry. (Both garnered an agreement score of 26.7 and 28.9, respectively, on a 0 to 100 scale. These two can be seen located in the upper-left hand quadrant of the accompanying figure.) To transform these students from low to high commitment would entail improving industry conditions on these two aspects, something that is beyond the capabilities of any one hotel, let alone the entire industry. Nevertheless, recent developments in Macao's hospitality industry that aim to bring new and innovative concepts of hospitality to the territory on an international scale may yet encourage low commitment students to pursue a further career in the industry.

Table 3.2: Agreement with and importance placed by LOW commitment students on different job characteristics in the hospitality industry

<i>Job characteristics or factors</i>	Agreement (Mean rating on a scale of 0-100)*	Importance (% of respondents saying it is important)
Very international industry	28.9	94.1
It's a people industry	26.7	94.1
Work schedule is flexible	60.0	88.2
Allows for personal growth	43.5	88.2
Provides good career opportunities	41.2	88.2
Fun place to work	41.1	88.2
Prestigious occupation	48.2	82.4
Good financial compensation	52.2	82.4
High task variation	41.2	76.5
Average	42.6	86.9

**Mean responses to the 5-point agreement scale were transformed into a 0-100 point scale for compatibility with the importance scale.*

Figure 3.4: Low commitment students' perception of industry job condition and degree of importance



The problem with low commitment students lie perhaps in that their next most important factors—four of them, namely, flexible schedule, personal growth, fun, and career opportunities—are almost all considered *equally* important. This makes this group very demanding indeed, with very high expectations from the industry.

Of the four factors, only one—flexible schedule—concords with the level of importance placed on it by this group of students.

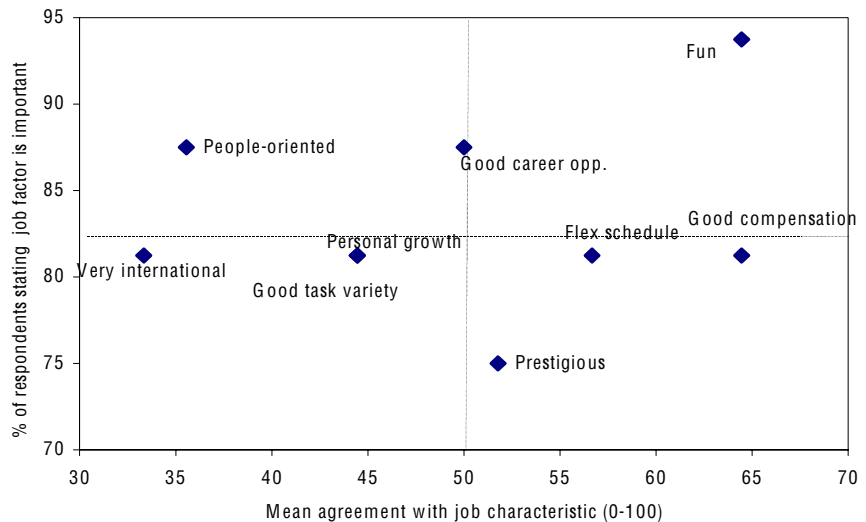
High commitment students are quite possibly attracted to the industry because they consider it to be fun—a job factor that seems to take a very important position in their consideration. (See Table 3.3 and Figure 3.5 below.) This is, however, perhaps the only job factor that is sustaining their interest in the industry. Good career opportunities and people orientation, both also important to this group, are either moderately (50) or poorly (35.6) perceived as ideal in the present circumstance.

Table 3.3: Agreement with and importance placed by three student groups on different job characteristics in the hospitality industry

<i>Job characteristics or factors</i>	Agreement (Mean rating on a scale of 0-100)*	Importance (% of respondents saying it is important)
Fun place to work	64.4	93.8
Provides good career opportunities	50.0	87.5
It's a people industry	35.6	87.5
Good financial compensation	64.4	81.3
Work schedule is flexible	56.7	81.3
High task variation	44.4	81.3
Allows for personal growth	44.4	81.3
Very international industry	33.3	81.3
Prestigious occupation	51.8	75.0
Average	49.4	83.4

**Mean responses to the 5-point agreement scale were transformed into a 0-100 point scale for compatibility with the importance scale.*

Figure 3.5: High commitment students' perception of industry job condition and degree of importance



Interestingly, average commitment students find financial compensation in the industry—an important job condition to them—to be very good. See Table 3.4 and Figure 3.6 next page. Similar to low commitment students, this group finds that the industry is less international and people-oriented than they hope it would be. In essence, therefore, one major difference between low and average commitment students is that average commitment students find the compensation levels to be satisfactory. (Refer back to Figure 3.5). Put another way, it seems that the average

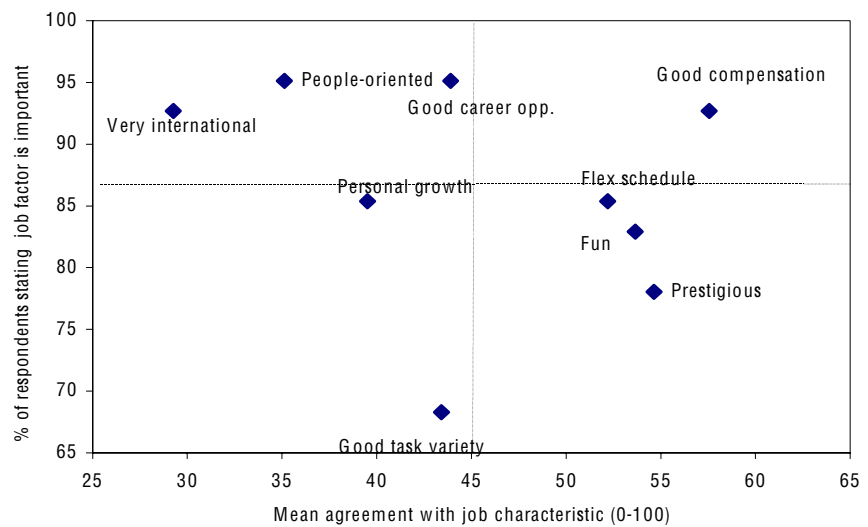
group's interest in the industry is primarily sustained by its compensation levels though it would certainly help them a lot more if the industry could improve on or broaden students' perspectives (international and people characteristics). On the other hand, low commitment students seem to require only this (i.e., broadening their horizon) and are not at all driven by considerations of financial compensation.

Table 3.4: Agreement with and importance placed by AVERAGE commitment students on different job characteristics in the hospitality industry

<i>Job characteristics or factors</i>	Agreement (Mean rating on a scale of 0-100)*	Importance (% of respondents saying it is important)
Fun place to work	53.7	93.8
It's a people industry	35.1	87.5
Provides good career opportunities	43.9	87.5
Work schedule is flexible	52.2	81.3
High task variation	43.4	81.3
Very international industry	29.3	81.3
Allows for personal growth	39.5	81.3
Good financial compensation	57.6	81.3
Prestigious occupation	54.6	75.0
Average	45.5	83.4

**Mean responses to the 5-point agreement scale were transformed into a 0-100 point scale for compatibility with the importance scale.*

Figure 3.6: Average commitment students' perception of industry job condition and degree of importance

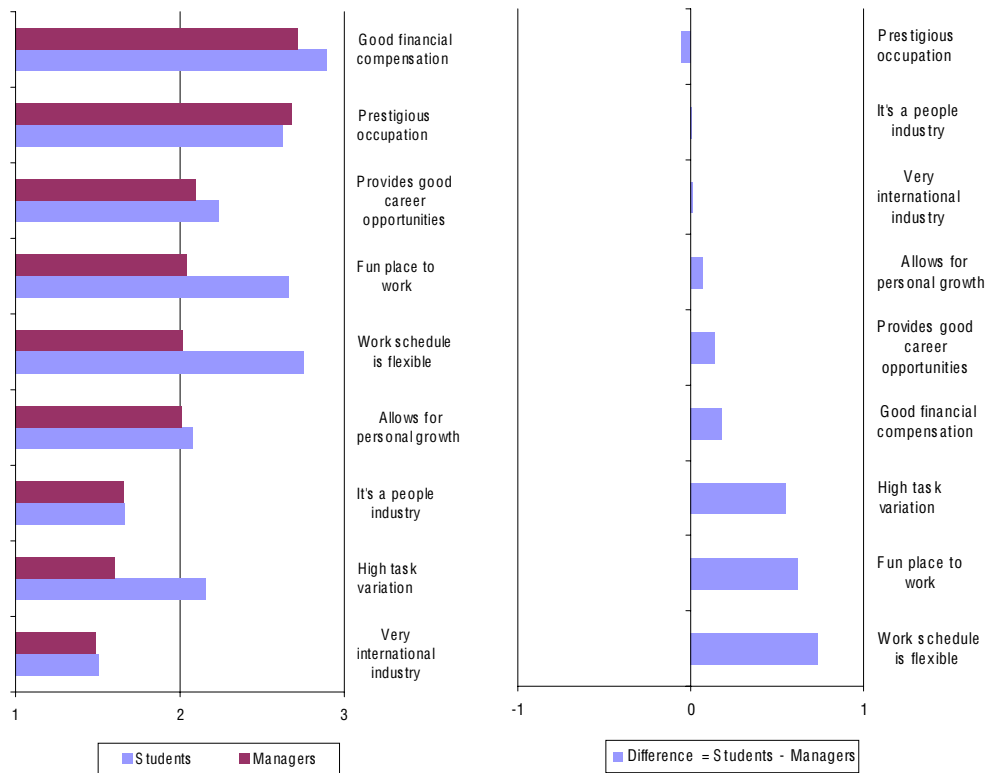


IV. COMPARISONS BETWEEN HOTEL MANAGERS AND STUDENTS

In this part, differences between hospitality students and managers in three areas—perceptions of job conditions, importance of job conditions, and key issues of concern—are examined further. First, differences between the two groups in their perceptions of actual job conditions in the industry. Figure 4.1(a) below shows the mean agreement of students and managers for each of the job conditions in the industry. For some job conditions, students and managers exhibit no noticeable difference in their perceptions and are indicated by the similar lengths of the bars in the chart. Both groups concur, for example, in their perception that the industry is very international and that it is a people-intensive industry. They also agree to some extent that working in the industry allows for personal growth and that it is prestigious. However, there are differences between managers and students in their perception of whether it is fun to work, flexibility of work schedule and variety of task experienced.

Figure 4.1 (a):
Differences in perception between managers and students regarding job conditions in the industry
(Bar lengths represent mean agreement on a scale of 1 to 5 with 5 meaning "totally agree with description")

Figure 4.1 (b):
Size of perception gaps between students and managers regarding job conditions
(Bar lengths represent extent of difference between student and managers in their perception)



It therefore seems to be the case that managers and students differ in their perceptions regarding job conditions that pertain more to the nature of work or tasks performed in the hospitality industry.

The gaps between the bar lengths of the chart in Figure 4.1(a) were quantified and depicted separately for easier viewing in another chart, Figure 4.1(b), where the length of the bars represent the extent or size of the differences in the perception of job conditions between managers and students. Bar lengths extending to the right have positive value, meaning that students perceived the job condition more favorably than did managers. Bar lengths extending to the left (with negative value)

is indicative of job conditions which managers perceive to be more favorable than students do. Bar lengths close to “0” means general agreement in the perception of the job condition between the two groups.

Examining Figure 4.1(b) validates the earlier observation that in most job conditions, there is general agreement between managers and students in their perceptions. However, the gaps in the perceptions of the two groups are more pronounced in work schedule flexibility, fun at work, and variety of task. For these three job conditions, students tend to have a more favorable outlook than managers do. This forebodes that hospitality students may be less prepared to perform in the industry than they themselves expect, mistaken in the notion that work in the industry is fun, allows for flexible schedules and variety in tasks. If such gaps are not aligned to actual perception levels of managers, hospitality students may be in for a big disappointment once they are inducted into the industry workforce.

IMPLICATIONS OF FINDINGS FOR POLICY

One implication of the above is for academic and training programs for hospitality undergraduates to include and enhance aspects related to improving awareness, knowledge, and gaining experience in the industry as part of the curriculum content. Programs that immerse and give students actual hands on work experience in the industry, such as internship and practicum programs, will be instrumental in addressing this perceptual gap in expectations between managers and students.

Such adjustments on the part of the students will be important but difficult to achieve if not met half way by the hotel industry and its management. For their part, the owners, management, and staff members of hotels could devise new and innovative management approaches or style in order to make hospitality operations and supervision accommodate some flexibility in work schedule, variety in the execution of tasks, as well as to generate interest. This, too, will not be an easy task but a goal that is worthwhile to keep.

The second area for which students and managers could be different from each other is in regard to the *importance* they place on the various job conditions in the industry. While differences in perceptions of industry job conditions can be addressed by programs designed to align the expectation of both groups (such as internship and practicum programs), differences in the importance placed on the job conditions may be harder to tackle since importance placed on certain job conditions represent priorities and values of managers and students.

Figures 4.2 (a) below depict differences in the importance with which managers and students regard different job conditions in the industry. In Figure 4.2 (a), the length of the bars represent the percentage of managers/students interviewed stating that the job condition is important. Significant differences can be seen in the priorities especially in regard to variation in task, occupational prestige, career opportunities, and the international character of the industry. For example, managers place more importance on variety of task in work than students do. However, occupational prestige appears to be more important to students than to managers.

Figure 4.2 (b) shows a clearer picture by plotting the gaps between managers and students in the bar lengths of Figure 4.2 (a) onto a separate chart. Bars extending to the right (or having a positive value) indicates that students consider the factor to be more important than managers. Bars extending to the left indicate the reverse. Shorter bar lengths indicate little or no difference in the importance placed on the job condition.

As indicated earlier, hospitality managers' occupational priorities are starkly different and more limited than students. To managers, task variety appears as a

single most important and pressing job condition. (This is the job factor with the longest bar length extending to the left.) Students, however, value three things more than managers: international exposure, prestige, and good career opportunities. Once again, the theme of broadening one's horizon is very much apparent. There is a moderate degree of difference in job conditions related to personal growth, compensation, and exposure to other people (which, incidentally, is slightly more valued by managers) while there seems to be no difference in the importance between the two groups in terms of fun and flexibility of schedule in work.

Figure 4.2 (a):
Differences in importance between managers and students regarding job conditions in the industry
(Bar lengths represent percentage of managers/ students indicating the job condition to be important)

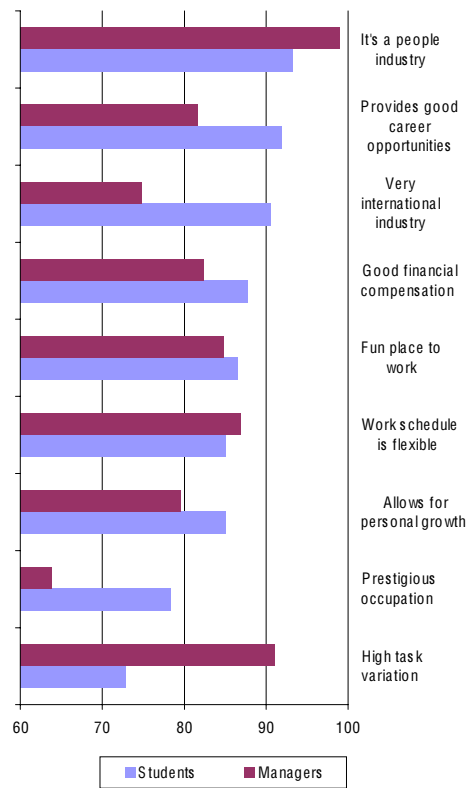
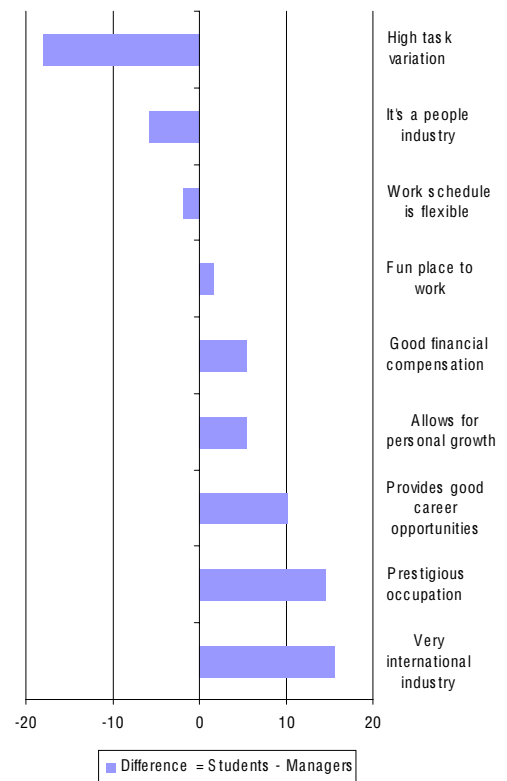


Figure 4.2 (b):
Size of importance gaps between students and managers regarding job conditions
(Bar lengths represent extent of difference in % between student and managers in the importance placed on the job conditions)



IMPLICATIONS OF FINDINGS FOR POLICY

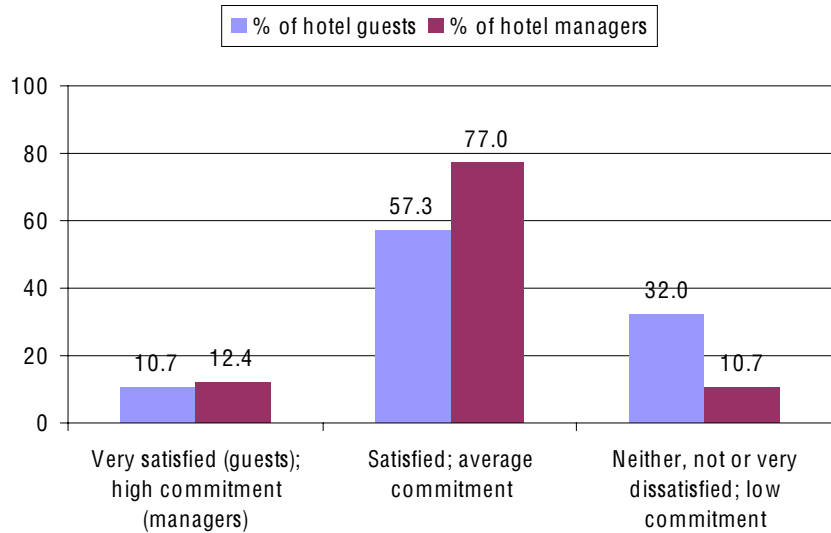
It is very likely that differences in priorities between hospitality managers and students could be accounted for by differences in age, and therefore would tend to align themselves over time as students gain professional maturity and join the industry workforce. However, time and a passive stance on the issue may not be sufficient in themselves to bridge these discrepancies. A more pro-active approach would be for hospitality organizations to have comprehensive induction programs that prepare new recruits into adjusting their value priorities. Another approach would be for hotels to provide more opportunities for career advancement and personal growth, if possible. Providing more prestige and international exposure are conditions that are, of course, beyond any organization's capacity to satisfy but here again, recent developments in Macao's hospitality industry should be able to meet these two priorities of future managers in the industry.

As for managers, the value that they place on task variety is of such a degree that it is quite possible that the lack of fulfillment in this job condition (please refer back to Figure 2.3) is proving to be more of an obstacle to enhancing guest satisfaction in the industry. Alternatives to tackling this situation must be addressed by the industry.

V. GUEST SATISFACTION AND MANAGERIAL COMMITMENT

The final link that remains to be discussed in this study is that between hotel guest satisfaction and the job commitment expressed by hospitality managers (C₂ and C₁ in the simplified model). The findings indicate a strong relationship between these two components of the model. The extent of this relationship can best be seen in Figure 5.1. The figure shows the percentage of hotel guests in 3 degrees of satisfaction (very satisfied, satisfied, and neither, not or very dissatisfied)⁷ alongside the percentage of managers in 3 degrees of commitment (high, average, and low)⁸.

Figure 5.1: The link between hotel guest satisfaction and managerial commitment



To be read: 10.7% of hotel guests claimed they were very satisfied with the hotel they stayed in while 12.4% of all managers interviewed indicated they were highly committed to working in the industry.

The strong link between the 2 components is very clear from the close fit of their respective distribution. Obviously, and as stated previously, there are elements not included in the present study that certainly play an intervening role between management and guest satisfaction in hotels, such as the performance or satisfaction of front-line staff. Nevertheless, the present finding adds weight to the supposition that hospitality managers play a crucial role in determining guest satisfaction and that this is heavily influenced by their degree of commitment to working in the industry. This, in turn, is affected to a great deal by their perception of and the degree of importance they place on certain job conditions in the industry. It is imperative therefore that managers must themselves “be managed” in the sense that job conditions could be structurally modified, adapted, and suited to match the “engine” that drives managerial commitment. Management development training that emphasize values education and value change could well prepare the managers of Macao’s hospitality industry to meet the challenges inherent in the changes now taking place in the territory’s development.

⁷ Data for this came from Table 1.1.

⁸ Data for this came from Table 2.1.

V. CONCLUSION

The health, dynamism, and vigor of any industry lie not in any one factor but in the systematic interaction of various components and elements that, altogether, produce its output. The long-term performance of the hospitality industry of Macao is subject to a multitude of factors that influence it. The HRDSMS focuses on those “soft” factors that generate the managerial and human resource effectiveness that are so much required in sustaining and enhancing hotel guest satisfaction. In the present study that limits itself to three components—hotel guest satisfaction, managerial, and undergraduates’ commitment to working in the industry—the findings show certain crucial gaps exist between perceptions of job conditions and the importance placed on these both by managers and students. The effect of these gaps manifests itself in the overall satisfaction of guests in the hospitality industry. These gaps are not conceptual; they are real. And they behoove the industry to address them in the immediate and long-term horizon.

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At IFT, Mr. Mike Ng and Ms. Connie Loi provided helpful backing, as did the select group of undergraduate students who carried out the field interviews.

DISCLAIMER

The results of this survey and the related findings and implications contained in this report are accurate only to the extent that social, environmental, and other conditions under which data was collected remain stable. Conditions may change over time. The Institute For Tourism Studies is not responsible for any strategic or managerial decision taken based on information contained in this report or for any action arising from it.

The views presented herein by the authors of the MRDSMS project do not necessarily reflect that of the Institute.

Macao, 31 October 2002

APPENDICES

- A.1: PRELIMINARY OUTCOME OF THE FACT-FINDING MISSION ON HR STRATEGY DEVELOPMENT UNDER ME-CATS
 - A.2: QUESTIONNAIRE FOR THE HOTEL GUEST SATISFACTION SURVEY
 - A.3: ENGLISH QUESTIONNAIRE FOR THE HOTEL MANAGERS' SURVEY
 - A.4: QUESTIONNAIRE FOR THE HOSPITALITY STUDENTS' SURVEY

Appendix 1: Preliminary outcome of the fact-finding mission on HR strategy development under ME-CATS

(Findings from a series of in-depth interviews conducted by Mr. Sander Allegro and a team from IFT with various industry stakeholders in Macao's hospitality industry, July 2001.)

Goal

Taking inventory of the major issues and challenges that shape and drive the hospitality sector of Macau in general and its manpower requirements in particular. The issues and challenges will be translated into parameters that can be monitored in an industry focused HR strategy system.

Method

Information will be gathered through face-to-face interviews with a selection of leading industry representatives in Macau. In addition information will be gathered from a mini think tank in which top decision makers of the Macau hospitality and tourism sector participated.

Preliminary Topic List from interviews (21/6/01)

The interviews held to date seems to point in a similar direction.

1. Challenge number one is the unfavorable image of the sector as an employer with the general public and with prospective workers. One of the main dislikes is the fact that the sector requires people to work shifts, which interfere with social life and care taking responsibilities. All interviewees mention this problem. The growing number of imported labor drives the average wage down, which makes the sector even less attractive.
2. A second issue is the lack of commitment with the majority of the hotel staffs. Most workers do not feel committed to the sector or to the profession, but just do their job.
3. A third challenge is the need to increase the proficiency in English among workers in the service industry. This is believed to be a key requirement for a healthy hospitality and tourism sector. Some interviewees feel that Mainland China is developing much better in this area than Macau.
4. A fourth challenge is the difficulty of recruiting and retaining managers and supervisors for the middle level. Most workers either lack the skills to fulfill that position or lack the work experience to do so.
5. A fifth challenge is finding a balance between local and imported labor. The authorities are currently tightening restrictions for import of labor, putting more pressure on companies to hire locally. Although there is unemployment in Macau, there is a qualitative mismatch between the profiles of the unemployed and the profiles of the vacancies.
6. A sixth challenge is not directly related to HR but deals with the tourism sector in general. Most interviewees consider it to be vital that Macau better defines its Unique Selling Proposition for tourists and must broaden its current gambling basis. Cultural heritage is mentioned as a key option for Macau.
7. Challenge number 7 consists of a number of possible threats that all deal with Mainland China. It is widely felt that Mainland China is developing fast, both where it comes to the hotel sector and in the education sector. These developments will increase competition in every possible way, including the labor market. It is expected that the upcoming hotel industry in Canton Province may lead to a reverse brain drain from Macau & Hong Kong into Mainland China. Another fear is the possibility that the Chinese owning companies that own most Macau hotels may start to do the management of the properties themselves. To date, most owner companies hired professional management companies, but that may change, causing many Macau managers to lose their jobs.

8. It struck us that the guest and his or her needs were not mentioned by any of the interviewees. The only hint to guest needs was made in relation to the need for staffs to speak English. The major changes in guest expectations that are expected to develop in the coming years were not mentioned as a challenge. I personally believe that this aspect will require the attention of management, as it will impact HR requirements.
9. We felt that the industry is quite stuck in a series of paradigms. They view themselves as “victims” of the situation. They do not seem to be very open to breaking through the existing barriers and trying a new approach. Although we feel a monitoring and information system may help the industry, it will not change the industry. The industry must change itself.
10. There are quite a few data available that could be used as input factors for a system. The reports that are currently made are:
 - An overview of vacancies and the number of candidates
 - A comparative study of compensation by the industry
 - A tourism statistics report

We feel that many of these data are just bundled but are not analyzed. As such, they do not provide much information or direction for the industry.

Preliminary conclusions & consequences for HR strategy system

Most of the challenges presented by the interviewees are issues that need to be addressed on a macro level. They require a joint effort by the industry and the authorities. In part they depend upon legislative decisions by the Chinese government. These factors make it difficult for IFT to actively influence the process. The initial plan to develop a system whereby the industry's quantitative and qualitative manpower needs can be forecasted should be reconsidered. The models for such a system require a position that allows the systems operators to oversee the parameters. In the situation of Macau, the major influence factors lie outside of the scope of the prospective operators. The interviewees specifically stress the fact that their major concern is with the qualitative dimensions of HR and not so much with the quantitative

Nevertheless there are a number of options for IFT in this area. IFT can further establish its leading position in the Macau tourism sector by reinforcing their effort to increase tourism awareness. It can stage the dialogue between the industry and the authorities and can also provide the industry with adequate information. Furthermore it can actively monitor the issues and challenges presented and report on their progress on a regular basis. Last but not least IFT can use the knowledge acquired through this information channel in order to fine tune its own curriculum and training program.

Development of a system

Based upon these preliminary conclusions the HR Strategy Development Program should focus on the qualitative aspects. It should strive to contribute to the effort by MGTO to increase tourism awareness and to promote tourism jobs. An information system should be developed that bundles the qualitative developments with the stakeholders. In this respect the stakeholders are:

1. The (future) workers: current workers, but also students still in school
2. The hospitality sector: the HR managers and directors
3. The guests: the (changing) needs and requirements of the visitors from the different target markets.
4. The authorities: including MGTO, labor department, etc.

The system should ideally consist of a permanent scanning of developments with a quarterly or half yearly report structure. The monitoring team should combine constant scanning of international reports and articles as well as best practices with regular surveys through questionnaires with a representation of the stakeholders groups mentioned above. This effort should include:

- Visitor satisfaction survey, with an emphasis on service quality

- Student expectation survey, with an emphasis on their expectations, hopes and fears
- Worker satisfaction survey, periodically in a benchmark setting with other industries
- Industry HR professionals survey, with an emphasis on the development of the challenges

Appendix 2: Questionnaire (Page 1) for the hotel guest satisfaction survey

INTRODUCTION

Good morning/afternoon. We are students from the Institute for Tourism Studies and we are currently doing a research on the quality of tourism services in Macau. We would like to ask your help in answering some few questions that will only take a few minutes of your time.

SCREENING QUESTIONS:

A. Are you a visitor to Macau?

- No → **(Terminate interview.)**
 Yes → **(Proceed.)**

B. Have you stayed at least one night in Macau?

- No → **(Terminate interview.)**
 Yes → **(Proceed.)**

C. Where is your permanent place of residence?

- | | | | |
|-----------------|--------------------------|-------------|--------------------------|
| Hong Kong | <input type="checkbox"/> | Canada | <input type="checkbox"/> |
| Mainland China | <input type="checkbox"/> | America | <input type="checkbox"/> |
| Taiwan | <input type="checkbox"/> | | |
| Japan | <input type="checkbox"/> | Germany | <input type="checkbox"/> |
| South Korea | <input type="checkbox"/> | France | <input type="checkbox"/> |
| | | Italy | <input type="checkbox"/> |
| The Philippines | <input type="checkbox"/> | Portugal | <input type="checkbox"/> |
| Indonesia | <input type="checkbox"/> | England | <input type="checkbox"/> |
| Malaysia | <input type="checkbox"/> | | |
| Singapore | <input type="checkbox"/> | Australia | <input type="checkbox"/> |
| Thailand | <input type="checkbox"/> | New Zealand | <input type="checkbox"/> |

Others > **Pls. specify:** _____

1. Is this your first time to visit Macau?

- No
 Yes → **(Skip to Question 3.)**

2. How many times have you visited Macau BEFORE this trip?

- 1 to 3 times
 4 to 6 times
 More than 6 times

3. How many days are you visiting here in Macau?

- Today only
 2 to 3 days
 More than 3 days

4. What is the purpose of your visit to Macau?

- Business
 Pleasure/personal

5. Are you traveling as part of a tour group?

- No
 Yes

6. On a scale of 1 to 5 with five meaning "very satisfied" and one meaning "very dissatisfied", how would you rate your:
 (a) Overall experience in visiting Macau, and
 (b) The hotel in which you are presently staying

	7 (a)	7 (b)
Very satisfied	<input type="checkbox"/>	<input type="checkbox"/>
Satisfied	<input type="checkbox"/>	<input type="checkbox"/>
Neither satisfied nor dissatisfied	<input type="checkbox"/>	<input type="checkbox"/>
Dissatisfied	<input type="checkbox"/>	<input type="checkbox"/>
Very dissatisfied	<input type="checkbox"/>	<input type="checkbox"/>

7. If given the chance to be able to visit Macau again, how likely are you to come back to visit on a scale of 1 to 5 with five meaning you will "definitely come back" and one meaning "you will NOT definitely come back"?

- Definitely will come back
 Likely to come back
 Not sure
 Unlikely to come back
 Definitely will NOT come back

**Appendix 2 (continued):
Questionnaire (Page 2) for the hotel guest satisfaction survey**

8. How would you agree to the following statements in regard to **the staff of the hotel** in which you are presently staying. State your answer on a scale of 1 to 5 with five meaning "Agree" and one meaning "Disagree".

	Disagree			Agree	
	1	2	3	4	5
The staff are immediately available to provide service and answer questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff are very courteous and helpful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff address me with my name	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff are well-informed about the hotel's products and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff are easy to communicate with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff give me the feeling that the hotel appreciates my patronage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff make an extra effort to resolve problems or disagreements when they occur	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff give a pleasant and friendly atmosphere to the hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If a mistake is made, I am confident that the staff can correct it quickly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The managers of the hotel appear readily available to guests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff are quick, efficient, and competent when serving guests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The hotel staff are enthusiastic when serving guests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff are responsive to the individual needs of guests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff care about the stay of the guests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. With whom are you traveling on this trip?

- No one, alone.
- Business colleagues
- Friends
- Family

10. How many friends, family members, or business colleagues are traveling with you on this trip? _____

11. How many children, by age group below, are traveling with you?

None or not applicable	
Children 2 years of age or younger	
Children 3-6 years of age	
Children 7-15 years of age	

12. Your age:

- 18 to 27 years
- 28 to 35
- 36 to 45
- 46 to 55
- Over 55 years

13. Gender:

- Male
- Female

End of interview. Thank you.

Appendix 3: English questionnaire for the hotel managers' survey

THE MACAO HUMAN RESOURCE MONITOR

Dear Friend,

The Institute For Tourism Studies (IFT) is presently engaged in developing the Macao Human Resource Monitor, which we hope will help bridge the gap between the training and job requirements in the hospitality industry. Towards this end, we would like to ask you to participate in this anonymous survey, which aims at identifying your opinion of employment in the hospitality industry. It will only take you a few minutes to complete this questionnaire. All answers will be made confidential. After answering the questionnaire, please fold and insert into the envelope provided and then seal the double tape. Someone from your organization will be assigned to collect the sealed envelope.

ALTHOUGH SOMEONE IN YOUR ORGANIZATION WILL COLLECT THE ENVELOPE, NO ONE IN YOUR ORGANIZATION WILL SEE YOUR RESPONSE. ONLY IFT WILL COLLECT ALL RESPONSES AND OPEN AND ANALYZE THE DATA.

Thank you for your cooperation!

1. Hotel Category: 5-star 4-star 3-star other

2. Gender: Male Female

3. Birth Year:

4. Country of Birth

Macao S.A.R. China Hong Kong

Other, please specify ..

5. How many years have you been working in the hospitality industry? _____

How many years have you been working for this particular hotel? _____

6. Which description best describes your department?

Front office / Reception Food & Beverage Support Services

Housekeeping Marketing / P.R. / Sales Accounting / Finance

Security / Maintenance / Engineering General Management I.T. / Special projects

Club / Recreation / Entertainment Convention Support Services

7. Which of the following titles best describes your position in the organization?

Assistant Supervisor Supervisor Assistant Manager

Manager Senior Executive Senior Manager

8. What is your highest completed formal education?

Postgraduate University Diploma Secondary Primary

Appendix 3 continued (page 2)

9. Working in the hospitality industry (A)

Please read the following statements in regard to working in the hospitality industry. Please indicate your level of agreement or disagreement.

	totally agree	agree	neither	disagree	totally disagree
It's a people industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work schedule can be arranged flexibly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a high variation of tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The business is very international.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are good possibilities for personal growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career opportunities are good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The hotel industry is a fun place to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working hours are good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The financial compensation is good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working days are long.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working in this industry is regarded as prestigious.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work is physically hard.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and development opportunities are good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am proud to work in this industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. State your (dis-)agreement with the following statements regarding careers in the hospitality industry

	totally agree	agree	neither	disagree	totally disagree
It had always been my career plan to work in the hospitality industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If I had the choice to do it all over I would make the same choice (working in the hospitality industry)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ten years from now it is very likely that I will still be working in the hospitality industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would encourage young persons seeking my advice about making a career in this industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 3 continued (page 3)

11. Working in the hospitality industry (B)

How important is it to you that any job you take has each of the following characteristics listed below. Indicate how important each job characteristic is by ticking the box corresponding to the description on the first row.

	Very important	Important	Indifferent	Not important	Not important at all
The job deals with people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job has flexible work schedule or time shifts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job has a high degree of task variety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job is in an international organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job allows for personal growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job has good career opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The office in which I have a job is a fun place to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working hours are good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The financial compensation is good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working days are short	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job is in an industry that is regarded as prestigious.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job is not physically demanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and development opportunities are good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The job gives me pride and self-respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Thank you very much for your cooperation.
All answers will be treated in the strictest confidence.
IFT will be opening and in putting the data you provided and no one in your organization will be reading your response.**

Please insert the questionnaire into the envelope provided, seal the double tape, and forward to the designated person in your organization to collect it.

Appendix 4: Questionnaire for the hospitality students' survey

THE MACAO HUMAN RESOURCE MONITOR

Dear student,

IFT is presently engaged in developing the Macao Human Resource Monitor, which we hope will help bridge the gap between the skills imbibed by our students during the course of their study at IFT and the Industry's expectations. Towards this end, we would like to ask you to participate in this anonymous survey, which aims at identifying your opinion of employment in the hospitality industry. The results of this survey will be used to improve the design of the course. It will only take you a few minutes to complete this questionnaire. Please tick for each answer as applicable, or leave blank if you have no opinion.

Thank you for your cooperation!

1. Curriculum stage: Year 1 Year 2 Year 3
2. Gender: Male Female
3. Nationality: _____

4. For what reasons would you NOT WANT TO WORK in the hospitality industry?

	totally agree	agree	neither	disagree	totally disagree
The variation of tasks is low.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working times are unsocial (shifts, weekends, public holidays).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The financial compensation is bad.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working days are long.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working in this industry is not regarded as prestigious .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work is physically hard.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The possible individual input is minor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. For what reasons would you WANT TO WORK in the hospitality industry?

	totally agree	agree	neither	disagree	totally disagree
It's a people industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work schedule can be arranged flexibly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a high variation of tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 4 continued (page 2)

The business is very international.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are good possibilities for personal growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The financial compensation is good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career opportunities are good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. What are your future plans in terms of employment at the end of this course?

	definitely	maybe	certainly not
Begin another study.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Follow a master degree program (in hospitality).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in a hotel or restaurant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in a hospitality-related company (e.g. airline, consulting).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in another industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Did you want to work in the hospitality industry WHEN STARTING AT THIS SCHOOL?

Yes No I do not remember.

8. State your (dis)agreement with the following statements concerning your view of employment in the hospitality industry WHEN ENTERING IFT!

	totally agree	agree	neither	disagree	totally disagree
I had a completely different opinion than now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I chose a management education rather than a hospitality one.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I had a positive image of hospitality careers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I had no specific reason for choosing this education.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entering IFT was an obvious step in meeting my career objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IFT's influence on my view of hospitality careers is positive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My opinion was not sufficiently based on actual experiences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 4 continued (page 3)

9. How do you think about each of these factors influencing your opinion of employment in the hospitality industry SINCE ENTERING IFT?

* BH1 students are not required to answer these questions

	very positive	positive	neutral	negative	very negative
Internships *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work Assignment (WA) programme *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IFTI *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Content of management subjects (business, economics, quantitative methods, accounting, human resources, MIS etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Content of interpersonal skills subjects (P.R., languages, deontology etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Content of vocational subjects (T&P, F&B mgmt., rooms mgmt., oenology etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude of the lecturers at IFT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opinion of co-workers, friends and fellow students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>