

HUMAN RESOURCE PLANNING IN HOSPITALITY INDUSTRY-A STUDY SPECIFIC TO ORGANIZATIONS IN GUJARAT

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ABSTRACT:

In this competitive era hiring the best employee has become major issues in the hospitality industry. When businesses fail to implement the HRP strategy which ensures that the right people are hired for the right jobs at the right number, right time and place, they suffer greatly financially, which has a direct impact on profitability. In order to prevent over hiring or under hiring in businesses, manpower planning assists in determining the precise number of employees you need operating across departments or in different jobs. And this is very important to keep the organization's dynamics and success intact. The objective of the empirical study was to determine which hotel star categories use HRP strategies and which hotel departments are best suited for them. Additionally, it demonstrates how companies are adapting to the change and how this, both directly and indirectly, affects their prospects of success.

Keyword: *Human Resource Planning, Hospitality, Hotels*

INTRODUCTION:

The first and most crucial aspect of human resource management is human resource planning. In order to carry out the organization's integrated plan, Coleman (1970) defined it as "the process of determining manpower requirements and the means for meeting those requirements."

Preventing a deadly illness is better than treating it after the fact, as the medical community rightly says. This is generally accepted among hotel executives, and HR managers ought to identify and stop issues before they start. Human resource planning is therefore a crucial step in foreseeing all duties and obligations in the hospitality sector. Using previous and present experiences, HR managers can use advanced planning to predict the future. Vetter (1967) defined human resource planning as a proactive strategy used by an organization's management to guarantee that the organization will transition from its current manpower position to the one it desires.

The procedures of human resource planning, which differ depending on the business and situation, have been described in depth by numerous specialists. Cole (2004) distinguished four

main procedures for human resource planning. Analyzing the existing state of human resources, projecting future demands for human resources, assessing the market, projecting supply, and finally creating and carrying out human resource strategies are all part of it.

Organizational procedures, systems, work operations, rules, region, and other variables all influence human resource planning. Human resource planners utilize forecasting as a tool to predict the supply and demand for human resources across different hospitality industry divisions. An organization's human resource planning is influenced by both internal and external influences. Internal factors that impact human resource planning include firm size, organizational structure, finance, employee turnover, firm expansion, and development; external factors include changes in technology, government policies, competition, inflation, deflation, economic recession, and a lack of planning culture. The hotel industry faces numerous seasonal staffing problems. Planning for human resources is therefore vital to accomplishing corporate objectives. Baruah Samannoy (2019) analysed that manpower requirement is different from region to region. It's all about the growth of tourism in different state. Guest satisfaction is a distinguishing feature of hotel businesses (Ivankovic&Jerman, 2011).

HOSPITALITY INDUSTRY

The world's largest and most advanced service industry is probably the hospitality sector. Greeting guests with love, respect, and kindness is the essence of hospitality. The nation's economy grows as a result of the hospitality industry. Because it is closely related to consumer loyalty, hospitality is essential for improving the nation's image and drawing in more tourists. The hotel industry employs all levels of workers—skilled, semi-skilled, and unskilled—directly and indirectly, making it one of the top service-oriented and customer-oriented industries.

As stated by Laskley (2000), "hospitality is essentially a relationship based on hosts and guests." People who are away from home are called "guests," and since they are paying for the privilege, they anticipate that the hotel sector will offer them first-rate services. Accommodation and food service are the two main services provided by the hospitality sector. Hospitality is defined as "the light welcoming of visitors in order to make a good first impression with politeness and affection, as well as the implementation of our social customs and spiritual value from ancient art." The hospitality industry is essentially made up of the lodging, food, and beverage industries, which together account for the largest share of the

industry. A subset of the travel and tourism industry is the hospitality industry. Hepple et al. (1990) discussed hospitality is an interaction between a host and a guest that includes tangible and intangible factors. The host provides all types of security and comfort in the hotel industry.

Table 1.1 General Classification of the hotel industry

On the basis of star and standards	On the basis of nature or location	On the basis of size
5-star hotel	Heritage hotel	Small hotel
4-star hotel	Luxury hotel	Medium hotel
3-star hotel	Budget hotel	Large hotel
2-star hotel	Resort hotel	Very Large hotel
1-star hotel	Floating hotel	

Table 1.2 Departments in hotels

DEPARTMENTS IN HOTELS	
CORE FUNCTIONING DEPARTMENT	SUPPORTIVE DEPARTMENT
Front Office Department	Human resources department
Housekeeping Department	Marketing and Sales department
Food and Beverages Service Department	Finance, Accounting, and control department
Food Production Department	Safety and Security department

OBJECTIVE :

- To study the existing manpower planning in the hospitality industry.
- To study the awareness and perception of employees towards Human Resource Planning
- To understand the impact of manpower planning on organization success.
- To derive a conclusions and suggest measures for further growth of manpower planning in the hotel industry.

RESEARCH METHODOLOGY:

Both primary and secondary data sources were utilised in the current investigation. The bulk of the original data was gathered via a questionnaire distributed. On a Likert scale of 1 to 5, from strongly disagree to strongly agree, all the variables were evaluated.

The population of the study included 5 stars, 4 stars, 3 stars, 2 stars, and star not allotted hotels in Gujarat, India. To undertake this study, a convenient sampling method was used. The researcher selected **55 hotels** of five star to star not allotted from various districts of Gujarat and response was collected from **540 employees** of various hotels. The details of the star hotel and number of hotels, and a number of the sample are given below:

Table 1.3 Hotel stars and number of hotels

Star	No. of Hotels
5	9
4	8
3	25
2	4
Star not allotted	9
Total	55

Saxena (2019) explain the importance of human resource planning tin the hospitality industry. The procedure of manpower planning aids firms in accurately determining their human resource needs. Manpower planning is crucial for a number of reasons, including: maximizing human resources; improving employee happiness; having the ideal amount of employees; anticipating future workforce needs; lowering recruitment expenses; and more.

RESEARCH INTERPRETATION & FINDING

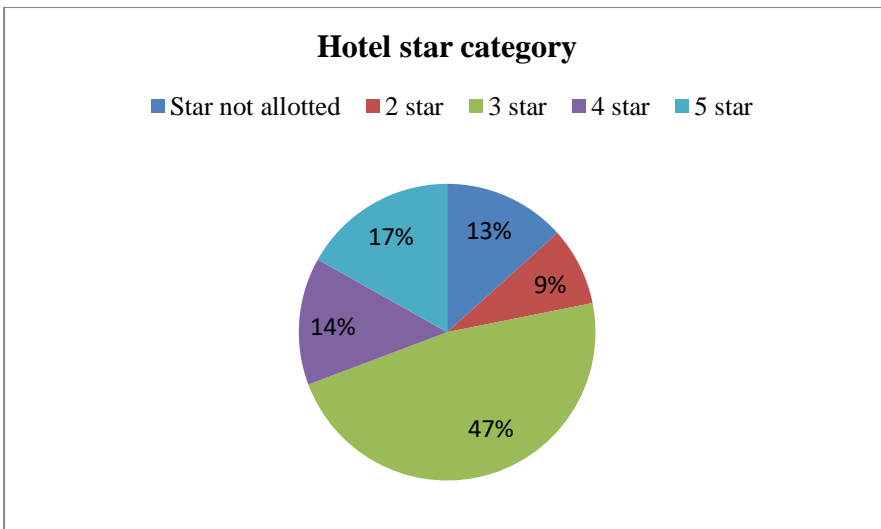


Figure – 1.1 Hotel star category

The data shows respondents of the star category hotels. Highest 47 percentage of respondents were from 3 stars, 17 percentages from 5 stars, 13 percent from 4 stars, and the lowest 9 percent of respondents were from 2 stars. Majority of the respondents were from 3-star hotels. The aforementioned information suggests that Gujarat has more established 3-star hotels than the majority of other states.

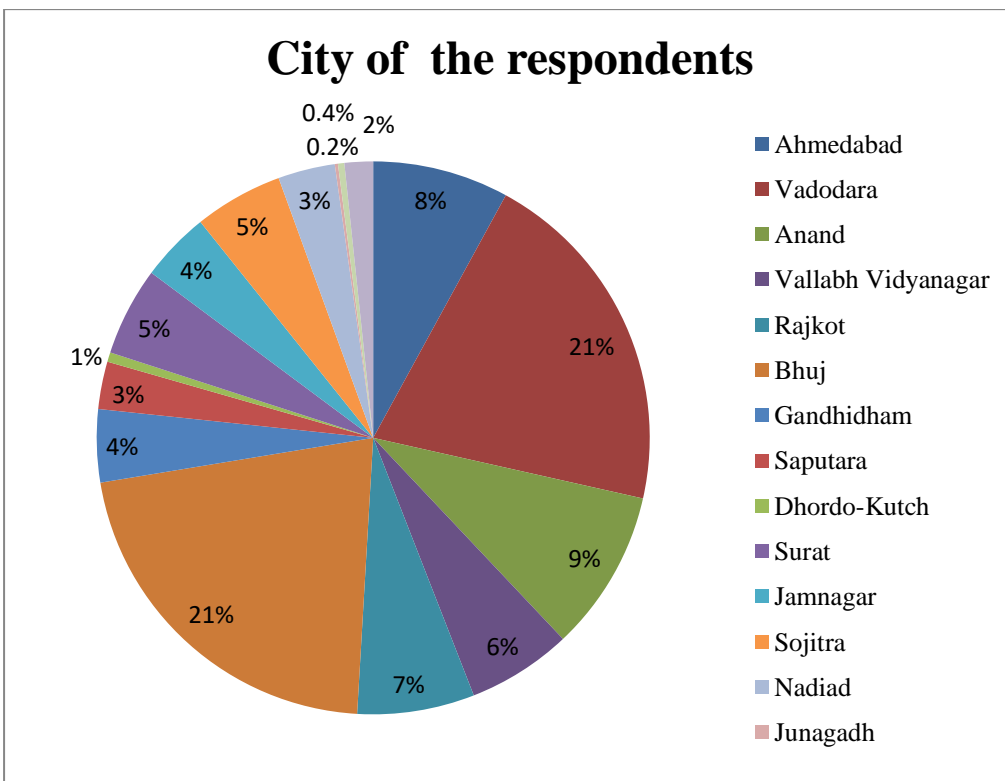


Figure – 1.2 City of the respondents

The table displays respondents of the city. The highest 21.5 percentage respondents were from Bhuj, and 20.6 percentage respondents were from Vadodara. The lowest 0.2, 0.4, and 0.6 percentage respondents were from Junagadh, Sanand, and Dhordo-Kutch, respectively. The majority of respondents were from Bhuj and Vadodara.

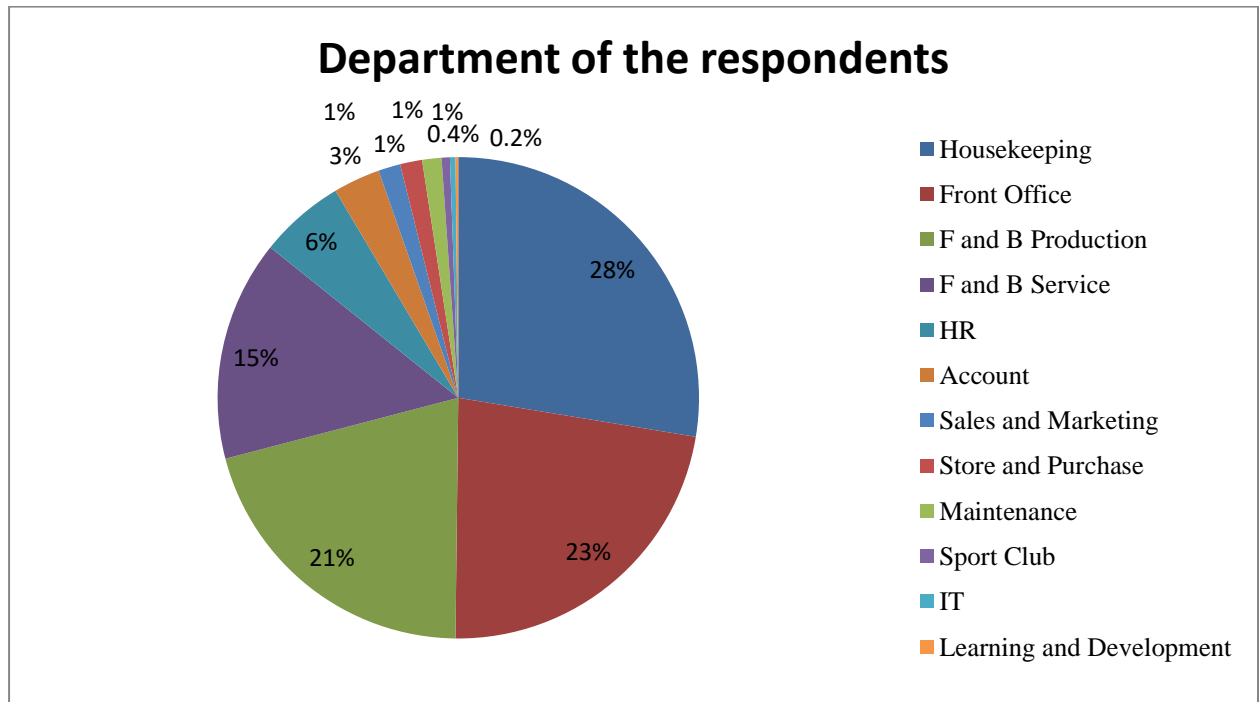


Figure – 1.3 Department of the respondents

The table shows the department of the respondents. The highest 27.6 percentage respondents were from the housekeeping department, and the lowest 0.2 percent of respondents were from learning and development. The majority of the respondents were from the housekeeping and front office department. The aforementioned information suggests that the hotel sector needs a lot of laborers for the F and B departments housekeeping, front desk. In this sector, number of people working is less while the employees were working in departments like housekeeping, front office, and food and beverages department. Therefore, the number of the respondent in our study are more from this category.

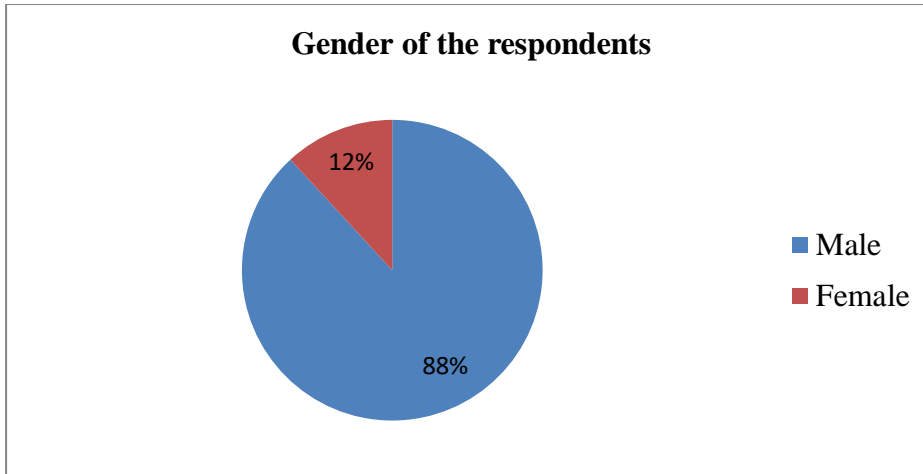


Figure – 1.4 Gender of the respondents

The gender of the respondents is shown in the given figure. It is pretty obvious that of the total respondents surveyed, 88 percent are male respondents, and other 12 percent are female respondents. The data above indicates that men predominated the industry in all hotel categories.

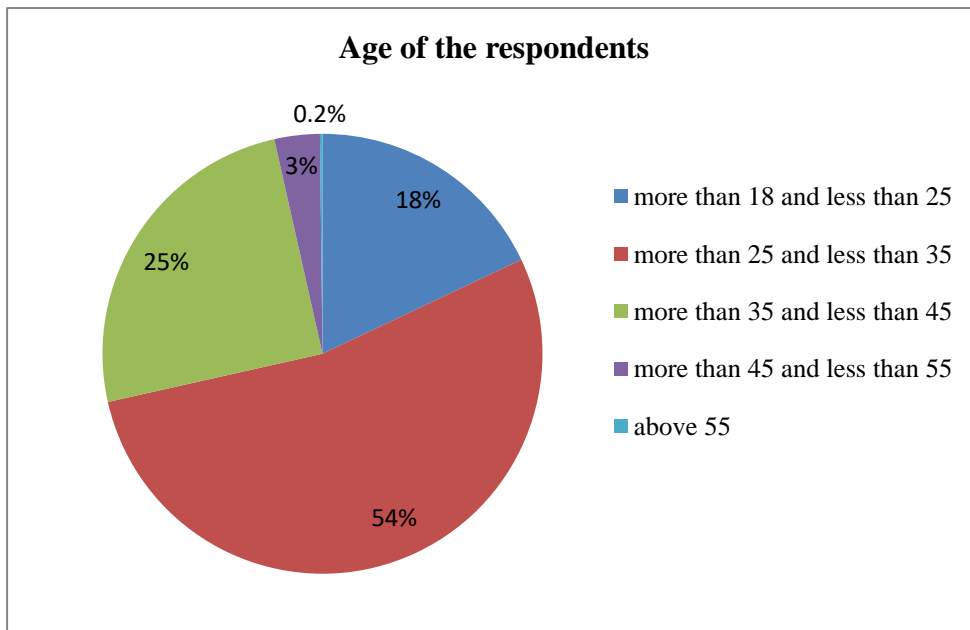


Figure – 1.5 Age of the respondents

The table shown covers age of the respondents. 53.5 percent of the respondents were more than 25 and less than 35 years of age group, 25.0 percent were in age of 35 – 45 years, 18.0 percent were 18-25 years, and 0.2 percent of the respondents were above 55 years. Most of the responses were in the 25 to 35 age range. This means that the major part of the manpower in this industry is young.

Table – 1.4
Mean of statements related to manpower planning

Statements	Mean	Std. Deviation
MANPOWER PLANNING		
Manpower planning is done as per the needs of the organization	4.065	.4408
Manpower planning in my hotel is done at fixed periods	3.815	.7123
My department starts working at least one month prior to the requirement for employee	3.504	.8070
The request for manpower planning is initiated by the line manager	3.883	.6086
Line managers have the authority to decide on the required manpower and recruit	3.856	.6399
The top management decides the requirement for manpower	3.993	.5448
It is difficult to carry manpower planning in my hotel as attrition is high and unpredictable	3.798	.7091

The table above demonstrates that the **highest mean is 4.065, with the standard deviation being 0.4408** for the statement ‘manpower planning is done as per the needs of the organization’. This indicates that the respondents were of the view that manpower planning is not done well in advance. Organizations take a need-based approach to manpower planning. This may be possible because the attrition rate in this industry is quite high, and it is almost impossible to plan the manpower in advance. Whereas the lowest average was 3.504, with the SD being 0.8070 for the statement 'My department starts working at least one month prior to the requirement of the employee.' This indicates that the respondents believed that manpower planning was not done before one month to fulfill the requirements of the staff. Because employee in hotel industry left job without giving prior notice to their organization, management was unable to plan ahead of time. Organizations should implement a proper manpower planning policy for their employees.

Ho1. There is no significant difference between star category hotels and manpower planning.

Table – 1.4

Descriptives of star category hotels and manpower planning

Star	Number	Average	SD	SE	Min.	Max.
Star not Allotted	72	3.7381	.50408	.05941	2.00	5.00
2 star	46	3.4907	.68456	.10093	2.00	4.14
3 star	256	3.8343	.35203	.02200	2.29	5.00
4 star	75	4.0267	.29864	.03448	3.29	5.00
5 star	91	3.9874	.43677	.04579	2.43	5.00
Total	540	3.8447	.44231	.01903	2.00	5.00

Table – 1.5

ANOVA of star category hotels and manpower planning

	SS	Df	MS	F	Sig.
Between Groups	10.949	4	2.737	15.496	.000
Within Groups	94.498	535	.177		
Total	105.447	539			

The above table shows significant level of star category hotels and manpower planning. 5% significance level, P-value is $0.000 < 0.05$. Therefore, the hypothesis is rejected. The star category hotels and manpower planning in the hospitality sector can be stated to differ significantly from one another.

This is supported by earlier findings in descriptive statistics that Manpower planning is high in 4-star category hotels with average of 4.0267, 5-star category hotels with average of 3.9874 compared to all categorized hotels. It can be deduced that 4 and 5-star hoteliers plan and

manage their human capital very effectively and work with great foresight. The success of any hotel will depend upon the loyalty of the customers. All these hotels will generate continuous revenue through repeat customers. To offer continuous services, they will need a continuous supply of manpower. Therefore there is a need to do advanced manpower planning. Further, it should be noted that 4 and 5-star hotels have more specialized sections as compared to the lower category of hotels. To run these sections effectively, a force of skilled manpower is essential. There is always a risk of this skilled manpower being poached by competitors. To avoid disruption in services because of a lack of manpower, these hotels go for advanced manpower planning.

Post Hoc Test for Star category hotels and manpower planning

Multiple Comparisons

Dependent Variable: Manpower Planning

Scheffe

(I) hotel star category	(J) hotel star	(I-J)	SE	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Star not Allotted	2 star	.24741*	.07933	.047	.0022	.4926
	3 star	-.09617	.05606	.568	-.2695	.0771
	4 star	-.28857*	.06934	.002	-.5029	-.0742
	5 star	-.24935*	.06629	.007	-.4542	-.0444
2 star	Star not Allotted	-.24741*	.07933	.047	-.4926	-.0022
	3 star	-.34358*	.06730	.000	-.5516	-.1355
	4 star	-.53598*	.07871	.000	-.7793	-.2927
	5 star	-.49676*	.07603	.000	-.7318	-.2617
3 star	Star not Allotted	.09617	.05606	.568	-.0771	.2695
	2 star	.34358*	.06730	.000	.1355	.5516
	4 star	-.19240*	.05518	.017	-.3630	-.0218
	5 star	-.15318	.05129	.065	-.3117	.0054
4 star	Star not Allotted	.28857*	.06934	.002	.0742	.5029
	2 star	.53598*	.07871	.000	.2927	.7793
	3 star	.19240*	.05518	.017	.0218	.3630
	5 star	.03923	.06554	.986	-.1634	.2418
5 star	Star not Allotted	.24935*	.06629	.007	.0444	.4542
	2 star	.49676*	.07603	.000	.2617	.7318
	3 star	.15318	.05129	.065	-.0054	.3117
	4 star	-.03923	.06554	.986	-.2418	.1634

Post-hoc test interpretation

The test presents result of comparison between all possible pairs. There are five groups in the star hotel category, star not allotted and 2 to 5- star. The p-value for the star not allotted is

0.007, 2-star is 0.00, 3-star is 0.065 and 4-star is 0.986. This implies that there is a considerable difference between the 5-star hotel and the star-category hotel as compared to the star-category hotel that is not allocated and the 2-star hotel.

The results are quite significant. It is logical to assume that when it comes to manpower planning, it will differ according to the star category. The organizational structure, type of manpower, number of people working, and type of activities will differ according to the star. For example, 5-star hotels will have more activities related to swimming pools, gymnasium, spas, etc., which requires skilled manpower. They will also have guests from various countries who require a multilingual staff. Additionally, these hotels also provide extension activities such as airline booking, translators, non-conventional medical treatments, customized food, etc.

CONCLUSION:

In the hotel sector, manpower planning is crucial for several reasons, such as ensuring proper staffing, preventing overstaffing or understaffing, anticipating future requirements, attracting and keeping talent, controlling expenses, etc. Due to the seasonal nature of the industry, employees in the hospitality sector are frequently aware of job openings at other hotels. Addressing employee requirements and lowering staff turnover are aspects of effective manpower planning.

In comparison to all hotels in the category, 4-star hotels had the highest manpower planning, with an average score of 4.0267, and 5-star hotels had a score of 3.9874. It can be inferred that hoteliers with four and five stars work with excellent foresight and efficiently organize and manage their human capital. Any hotel's ability to succeed depends on how devoted its patrons are. All of these hotels will continue to make money from returning guests. They will require a steady supply of employee in order to provide services continuously. As a result, significant workforce planning is required.

Additionally, it should be mentioned that, in contrast to hotels in lesser categories, 4- and 5-star hotels have more specialized areas. It takes a group of skilled staffs to operate these areas efficiently. There is always a chance that rivals will steal this specialized employee. Advance manpower planning is used by these hotels to prevent any kind of service interruption due to a shortage of personnel.

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