

## A STUDY OF PERSONNEL MANAGEMENT PRACTICES AND PROBLEMS IN THE HOTEL INDUSTRY IN THE CITY OF ILOILO\*

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The purpose of this research was to determine the practices and problems in personnel management among hotels in the city of Iloilo. A structured type of questionnaire was used to obtain data. The questionnaire looked into the practices and problems regarding the (1) recruitment and selection; (2) induction and orientation; (3) training; (4) promotion and dismissal; (5) labor turnover; (6) handling of salary administration; and (7) benefits and services extended to employees.

An interview was conducted for the purpose of checking on the consistency of the responses for some of the items in the questionnaire.

This study covered all fifteen hotels which had five or more full-time workers in 1981.

It was found out that the data gathered through the questionnaires were concurred with by the hotel employees who were interviewed.

### Findings

Some of the significant findings of this investigation were:

1. All fifteen hotels depended on the services of employment agencies to supply them with needed applicants for jobs in the hotel.

2. The most pressing problem in recruiting personnel was the lack

of qualified workers. Large hotels, however, encountered more problems, in recruiting personnel.

3. All of the fifteen hotels included in this study had an orientation program but only two large hotels made use of the formal method of orientation. Hotels were not agreed as to who was responsible for orienting new employees.

4. The length of probationary period of employment specified by hotels in the city of Iloilo ranged from less than one month to six months for all categories of employees.

5. The merit rating system was the most popular tool for promotion followed by the length of service rendered to the hotel. Only two large hotels gave tests to employees, the result of which were used as one of the bases for promotion.

6. Labor turnover rate was greater in small hotels (31.1%) than in large hotels (8.54%). The average labor turnover rate of 12.6 per cent in hotels included in this study was considered normal.

7. The most common benefit extended by hotels to their employees was the giving of bonuses. While all large hotels extended three or more fringe benefits and services to their employees, three small hotels afforded only one of these fringe benefits and services.

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8. Hotels with salary rates higher than the mean salary rates in all categories of hotel personnel in the city of Iloilo were all large hotels.

### Conclusions

From the findings of this investigation, the following were some of the conclusions derived:

1. The hotels relied on the services of employment agencies to supply them with applicants, but with varying frequency. The hotel management usually considered mainly the work experiences of the applicants in deciding whom to accept for employment.

2. The responsibility of orienting new employees tended to be the work of the manager and/or organization head in small hotels and of the immediate supervisor and/or head in large hotels.

3. The length of probationary employment ranged from one month to six months in every category of workers.

4. Merit rating and length of service tended to be used to supplement each other in determining which worker in the hotel should be promoted.

5. When deciding on the starting salary of the new employees, hotels relied heavily on the work experiences of the new employees.

6. The most pressing problem among hotels in recruiting personnel was the lack of qualified workers.

7. Hotels tended to have dif-

ficulty in retaining personnel after training.

8. The work force in the hotel industry in the city of Iloilo tended to be stable in large hotels.

### Recommendations

#### *a. Recommendations for improvement of present practices*

1. Hotels in the city of Iloilo should develop the channels and contacts with school heads and guidance counselors. Through these channels and contacts, hotels may inform schools of the manpower requirements and qualifications they need.

2. In addition to orienting him about specific job, the hotel personnel should be informed of the hotel's role in the community, personnel policies of the hotel, and other topics which can help the incoming employee to understand the purpose for which the hotel is operating.

3. Small hotels should develop "productivity oriented" criteria in selecting personnel to minimize, if not to totally eliminate, cases on personnel dishonesty, laziness, discourtesy and intoxication.

#### *b. Recommendations for further study*

1. A detailed study on the personnel training and development program in hotels.

2. A larger study of personnel management practices and problems in hotels to include other hotels in the Western Visayas.