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# “A STUDY ON MOTIVATION OF FINAL YEAR BHM STUDENTS OF BANGALORE UNIVERSITY TO CHOOSE A CAREER IN HOSPITALITY AND TOURISM INDUSTRY”

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## ABSTRACT

*Being one of the largest employers, Hospitality and Tourism industry attracts a large number of final year students who graduate in Hotel Management Programmes from various colleges across India. It is of prime importance for the managers to understand the motivational constructs of these students who will become employees in the hospitality and tourism industry, to motivate them to work in their properties and encourage them to perform their jobs efficiently, as well as to retain them. The study revealed that “Interest in the profession” followed by “the thought of becoming a manager in a hotel one day” and “good pay” are the most important factor, which influenced them to choose a career in the hospitality and tourism industry. The study also identified “Communication between employees and supervisors/managers”, Reward of personal skills and productivity”, “Benefit programmes” as the most effective motivational techniques in improving personal motivation for Final Year BHM students. “Promotion”, “High Pay”, “Recognition” were considered as the most important expectations of the final year BHM students toward the rewards for good job performance/ productivity*

*Key Words: Hospitality industry, Motivation, Incentive programme, Pay, Equitable pay, Fringe benefits, Flexible work hours programme, working conditions*

## Introduction to Hospitality and Tourism Industry

During the past few decades hospitality and tourism has emerged as one of the world’s major industries as the people’s need for travel and accommodation has increased. This has created a lot of employment opportunities. This in turn is responsible for economic growth and regional balance of the respective countries. They are also important to society and culture and environment of those who become tourists and for their hosts.

## Review of Literature

The hospitality industry is the largest or second largest industry on the earth, which depends on how one count the dollars, with no end in sight to its growth (Barrows and Bosselman (1999)

The Dictionary of Hospitality, Travel, and Tourism has defined the hospitality industry as “Used interchangeably with tourism industry but focusing attention on

the responsibility of industry personnel to be hospitable hosts. Sometimes hospitality industry used to refer as a category to the hotels, motels and other accommodations which comprise a significant part of tourism." (Metelka, 1990,) Guerrier (1999) noted that the hospitality industry is a varied industry, which comprises hotels, restaurants, licensed bars, guesthouses, holiday homes/self-catering establishments, catering in public and private sector, including any organization that serves food and/or drinks and/ or provides accommodation for people away from home. Vallen and Abbey (1987) stated that the hospitality industry comprises lodging properties, which are hotels, motels, motor hotels, inns, and other facilities offering sleeping accommodations, and food and beverage operations. Brymer (1984) noted that the hospitality industry is comprised of those businesses which practice the act of being hospitable; those businesses which are characterized by generosity and friendliness to guests. It is a broad term used to encompass many and varied businesses that cater to guests.

There are two view points about the hospitality and tourism industry. Some are of the opinion that the hospitality industry is a part of the tourism industry. Guerrier identified that a hospitality industry is a part of a wider leisure industry, linking hotels, restaurants, bars, clubs, tourist attractions, museums, galleries, theatre and sport facilities. (1999) Travel and tourism as an umbrella industry covers five segments that are lodging operations, transportation services, food and beverage operations, retail stores, and activities, and all of which provide products and services for the travelers and residents of their communities. Vallen and Abbey, 1987) On the other hand, some said that the tourism industry is a part of the hospitality industry. Brymer (1991) stated that food service, lodging, travel and recreation are the parts of the hospitality industry. Hence, both of the hospitality industry and tourism industry are part of each other, and one is hard to be separated from the other. Thus, we usually use both of them interchangeably. Barrows and Bosselman (1999) defined "the hospitality and tourism industry includes multiple segments, all interrelated yet discrete, including lodging, food service, contract services, gaming services, private clubs meeting planning, theme parks, suppliers, and hospitality education, among others."

## **Objectives of the Study**

The purpose of this study was to survey the final year students in BHM Programme of Bangalore University for determining their perceptions toward motivational factors for them to choose a career in hospitality and tourism industry. The main factors were considered communication, training, incentive programmes, wages, benefits, work hours, and good working conditions.

The **objectives** of this study are:

- (1) To identify the factors that motivated final year BHM students in Hospitality and Tourism Programme to work in the hospitality and tourism industry,
- (2) To identify the motivational technique that is the most effective in improving personal motivation of final year BHM students

- (3) To identify expectations of the final year BHM students toward the rewards for good job performance/productivity, and
- (4) To provide information that will assist the hospitality and tourism managers to better understand the motivational constructs of the final year BHM students who want to work in the hospitality and tourism industry.

The sample for this study consisted of 155 final year students in BHM Programme Bangalore University from a total of approximately 550 final year BHM students, during 2010-11. The 155 final year students in BHM Programme were requested to volunteer to complete the questionnaire. The frequency counts, percentages, were calculated and ranked to describe the respondents' reports of factors influencing them to work in hospitality and tourism industry.

### **Key Terms and Definitions**

For the purpose of clarification in this study, the following key words are defined for better understanding of the hospitality and tourism organization.

**Hospitality industry** consists of broad category of fields within the service industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise liners, and additional fields within the tourism industry.

**Motivation** is defined as the psychological quality that leads people to achieve a goal.

**Incentive programme** is a formal scheme used to promote or encourage specific actions or behavior by a specific group of people during a defined period of time.

**Pay** is defined as a wage or salary earned for work

**Equitable pay** is defined as the pay that must be equitable in terms of what employees are getting for their performance, and also should be equated with the other employees at the same level of performance.

**Fringe benefits** are various non-wage compensations provided to employees in addition to their normal wages or salaries

**Flexible work hours programme** is a variable work schedule, in contrast to traditional work arrangements requiring employees to work a standard 9am to 5pm – a day

**Working conditions** are defined as the climate for an organization and the prevailing atmosphere of the unit in terms of warmth, policies and procedures, management style and overall orientation, being the expression of culture of the organization as a whole.

### **Indian Hospitality and Tourism Industry**

The Travel and Tourism Competitiveness Report 2009 by the World Economic Forum, ranked India as the 11th destination in the Asia Pacific region and 62nd overall, moving up three places on the list of the world's attractive destinations. It is ranked the 14th best tourist destination for its natural resources and 24th for its cultural resources, with many World Heritage sites, both natural and cultural, rich

fauna, and strong creative industries in the country. India also bagged 37th rank for its air transport network. The India travel and tourism industry ranked 5th in the long-term (10-year) growth and is expected to be the second largest employer in the world by 2019.

### **Contribution of Hospitality Industry to Indian economy**

The hospitality industry is certainly on the hallway towards being a key player in the nation's changing face. Furthermore, banking on the government's initiative of upgrading and expanding the country's infrastructure like airports, national high-ways etc, tourism and hospitality industry is bound to get a bounce in its growth.

The hotel and tourism industry's contribution to the Indian economy by way of foreign direct investments (FDI) inflows were pegged at US\$ 2.1 billion from April 2000 to March 2010, according to the Department of Industrial Policy and Promotion (DIPP).

According to the Travel & Tourism Competitiveness Report 2009 brought out by the World Economic Forum, the contribution of travel and tourism to gross domestic product (GDP) is expected to be at US\$ 187.3 billion by 2019. The report also states that real GDP growth for travel and tourism economy is expected to achieve an average of 7.7 per cent per annum over the next 10 years. Export earnings from international visitors and tourism goods are expected to generate US\$ 51.4 billion (nominal terms) by 2019. Furthermore, the sector which accounted for 6.4 per cent of total employment in 2009 is estimated to rise to 7.2 per cent of total employment by 2019. Government has approved 300 hotel projects, nearly half of which are in the luxury range. Sources said, the manpower requirements of the hotel industry will increase from 7 million in 2002 to 15 million by 2010.

### **Karnataka Hospitality and Tourism Industry**

The tourism master plan, the first for Karnataka, envisages initiatives to attract private investment ranging from US\$ 2.2 billion to US\$ 4.4 billion in the next three to five years. The plan is prepared based on the Vision 2020 document prepared and adopted by the Karnataka State Planning Board. The state government aims to generate 200,000 jobs in the tourism sector in the next five years. The master plan is aimed at making Karnataka the number one destination for tourism in the country by 2020, according to Mr. G Janardhan Reddy, Minister for Tourism and Infrastructure Development

Taking the above master plan into account every hospitality and tourism service provider in Karnataka has a paramount responsibility to make sure the guests are provided with supreme quality service. For this the employees who are contact personnel need to be adequately motivated.

### **Research Methodology**

Taking the various objectives into account a questionnaire was administered to 155 final year BHM students of Bangalore University on a simple random sampling basis. The respondents were asked to mark their choice from the given alternatives for each attributes.

The data collected was tabulated and percentages were calculated on various attributes. For analysis the combined values of Very Important / Agree and Essentially Important / Strongly Agree were taken and percentage was calculated and ranked.

Based on the ranking of the percentages of each attribute the inferences were derived and conclusions and recommendations were made.

## Findings, Interpretations, Conclusions and Recommendations

The purpose of this survey was to investigate and assess prospective employees' attitudes toward motivational factors, to determine the reasons why final year students in BHM at Bangalore University want to work in the hospitality and tourism industry, and to help the hospitality and tourism managers and hoteliers improve employees' job performance and reduce the turnover and absenteeism through the proper and effective motivational approaches and skills.

### 1. The level of importance to the following factors that motivate the final year BHM students to choose a career in hospitality and tourism industry

From the analysis of **Table -1** about the level of importance to the following factors that motivate a final year BHM student to choose a career in hospitality and tourism industry, it is indicated that the most of respondents (89%) perceived "Interest in the profession" as the most important factor, which influenced them

**Table - 1**

Items	NI	SI	I	VI	EI	TOTAL	NI%	SI %	I %	VI%	EI%	Total %	Rating%	Ranking
a. Good pay	0	9	39	73	34	155	0	6	25	47	22	100	69%	3
b. Interest in the profession	0	3	14	90	48	155	0	2	9	58	31	100	89%	1
c. Somebody in my family works in the hospitality industry	113	23	16	3	0	155	73	15	10	2	0	100	2%	9
d. My good friend(s) work in the hospitality industry	79	42	20	11	3	155	51	27	13	7	2	100	9%	7
e. I think I can become a manager in this field someday	8	6	23	62	56	155	5	4	15	40	36	100	76%	2
f. I could not find any other job	104	17	20	6	8	155	67	11	13	4	5	100	9%	7
g. Parents wanted me to work in this field	93	11	37	9	5	155	60	7	24	6	3	100	9%	7
h. Reputation of the hospitality company	0	14	45	59	37	155	0	9	29	38	24	100	62%	5
i. Opportunity to meet people	6	9	41	62	37	155	4	6	26	40	24	100	64%	4

1. NI = Not Important 2. SI = Somewhat Important 3. I = Important 4. VI = Very Important  
5. EI = Essential Important



to choose a career in the hospitality and tourism industry. The job characteristics model approach identifies how jobs can be designed to help people feel that they are doing meaningful and valuable work. The job characteristics model is based on five critical job characteristics (skill variety, task identity, task significance, autonomy, and feedback) that help lead to certain critical psychological states, which in turn lead to several beneficial personal and work outcomes (Jerald and Robert (1997). According to Wren (1995) the employees will work harder and be more satisfied if their tasks are meaningful, provide sufficient feedback, allow considerable freedom in deciding how to accomplish them, and require use of the variety of skills. Thus, the industry should pay more attention to the potential manpower, and try to recruit employees from colleges because students who majored in this field must have interests in the profession. Moreover, BHM students were more qualified than those who did not.

The second motivating factor that final year BHM students (76%) perceived was "I think I can become a manager in this field someday". Wheelhouse (1989) said that the managers should identify the high achievers in their department and keep them challenged with new opportunities for growth and advancement. One of the ways in which a person can grow and advance on the job is being promoted. Managers should get to know employees, focusing on their needs and interests. They should know how to place the employees in the right jobs, and determine how they can be integrated into the company's goals. The final year BHM students (69%) perceived "Good pay" as a third rank. The basic objectives of the wage and salary programme are to help the company attract and keep qualified people, provide equal pay for equal work, reward good performance, control labor costs, and maintain cost equality with direct competitors (Wheelhouse, 1989). Pay constitutes

a quantitative measure of an employee's relative worth. For most employees, pay has a direct attitude not only on their standard of living, but also on the status and recognition they may be able to achieve both on and off the job. Pay represents a reward received in exchange for an employee's contributions (Bohlander, Snell and Sherman, 2001).

## 2 The level of agreement to the following motivational techniques the final year BHM students think will be the most effective in improving personal motivation.

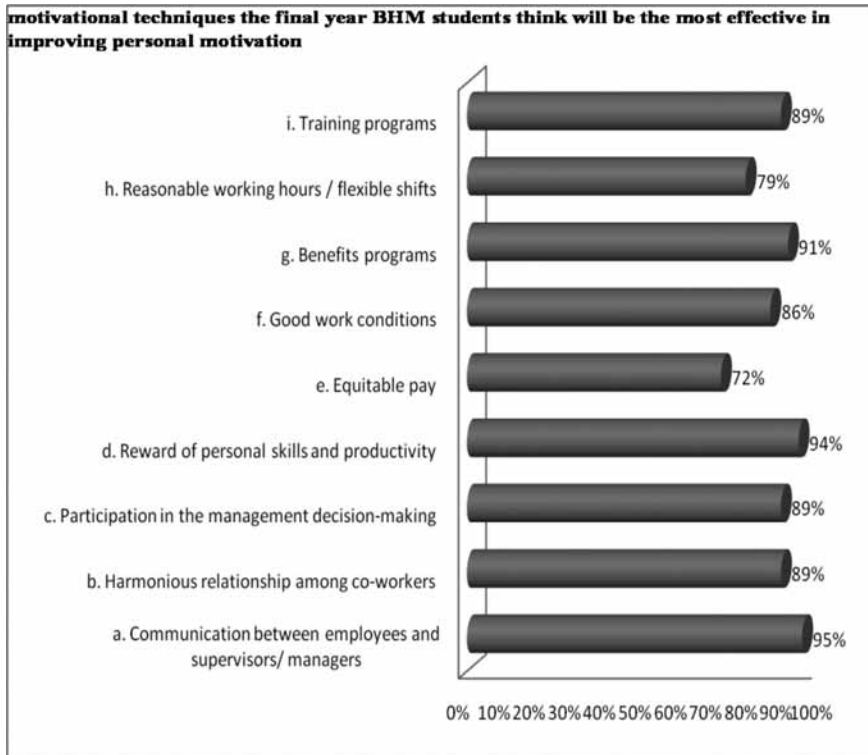
From Table -2 we can understand that the most effective motivational techniques in improving personal motivation for Final Year BHM students (95%) were "Communication between employees and supervisors/managers". Vallen and Abbey (1987) addressed that communication unites employees, provides the basis for teamwork, and is the method to convey information. Since management's primary job is to get work done through other people, no matter how much technical knowledge and ability managers have, they cannot be good managers if they are not skillful communicators. Brymer (1984) stated that employee performance, which is vital to the success of any enterprise, is importantly affected by how well employees can identify their goals with those of the company. Therefore, the managers should help them to do so as a central objective of effective employee communications.

The second rank (94%) was "Reward of personal skills and productivity". The frequency of the desired behavior will increase if the behavior is rewarded (Iverson, 1989). Therefore, the managers should use the reward as an instrument to encourage employees to put out more effort to complete their job tasks.

**Table - 2**

Items	SD	D	N	A	SA	TOTAL	SD%	D%	N%	A%	SA%	Total %	Rating%	Ranking
a. Communication between employees and supervisors/managers	0	0	8	48	99	155	0	0	5.2	31	64	100	95%	1
b. Harmonious relationship among co-workers	0	6	11	90	48	155	0	3.9	7.1	58	31	100	89%	5
c. Participation in the management decision-making	0	0	17	76	62	155	0	0	11	49	40	100	89%	5
d. Reward of personal skills and productivity	0	0	9	76	70	155	0	0	5.8	49	45	100	94%	2
e. Equitable pay	6	11	26	56	56	155	3.87	7.1	17	36	36	100	72%	9
f. Good work conditions	0	0	22	68	65	155	0	0	14	44	42	100	86%	7
g. Benefit programmes	0	0	14	96	45	155	0	0	9	62	29	100	91%	3
h. Reasonable working hours / flexible shifts	0	3	30	37	85	155	0	1.9	19	24	55	100	79%	8
i. Training programmes	0	3	14	73	65	155	0	1.9	9	47	42	100	89%	5

1. SD = Strongly Disagree 2. D = Disagree 3. N = Neutral 4. A = Agree 5. SA = Strongly Agree



“Benefit programmes” was ranked the third (91%). Wheelhouse (1989) also identified benefits as “fringe” benefits, which are the system offered financial advantages for both the company and employees, and goodwill was a by-product as the company gained an image of caring about the well-being of its employees. Bohlander, Snell and Sherman (2001) added that the true measure of a successful benefits programme is the degree of trust, understanding, and appreciation it earns from the employees. Therefore, employers should carefully communicate information about complicated insurance and benefit plans so that there will be no misunderstanding about what the plans will and will not provide.

“Harmonious relationship among co-workers”, “Participation in the management decision-making”, “Training programmes” was ranked the next evenly (89%). This showed that they did not want to have conflicts with their co-workers at the workplace. Kasavana and Brooks (1998) said that one of the most effective ways to motivate employees is to get them involved in an effective training programme. Training informs employees that management cares enough to provide the necessary instruction and direction to ensure their success with the organization.

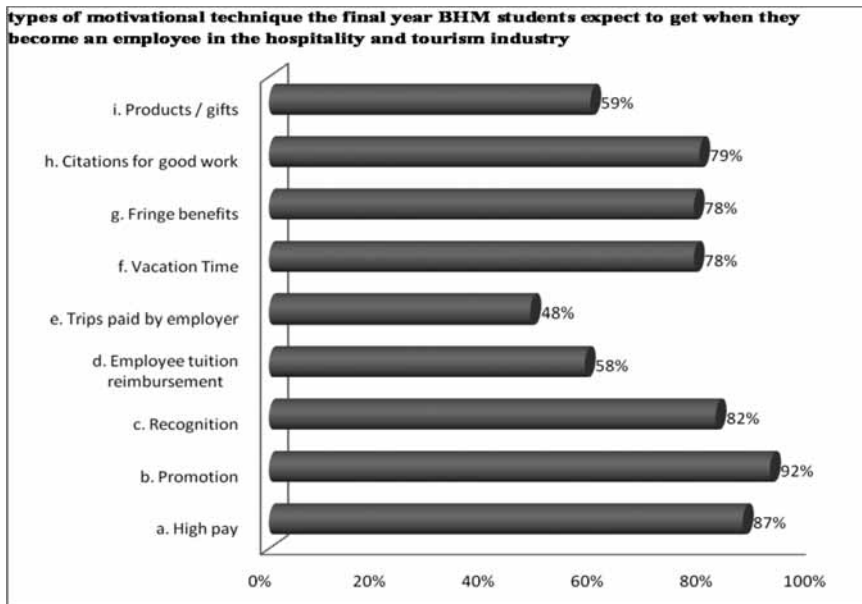
**3. The level of agreement to the following types of motivational techniques the final year BHM students expect to get when they become employees in the hospitality and tourism industry.**

**Table - 3**

Items	SD	D	N	A	SA	TOTAL	SD%	D%	N%	A%	SA%	Total %	Rating%	Ranking
a. High pay	0	0	20	56	79	155	0	0	13	36	51	100	87%	2
b. Promotion	0	0	12	70	73	155	0	0	8	45	47	100	92%	1
c. Recognition	0	3	25	65	62	155	0	2	16	42	40	100	82%	3
d. Employee tuition reimbursement	0	6	59	73	17	155	0	4	38	47	11	100	58%	8
e. Trips paid by employer	0	8	73	51	23	155	0	5	47	33	15	100	48%	9
f. Vacation Time	0	8	26	81	40	155	0	5	17	52	26	100	78%	5.5
g. Fringe benefits	0	3	31	90	31	155	0	2	20	58	20	100	78%	5.5
h. Citations for good work	0	6	27	85	37	155	0	4	17	55	24	100	79%	4
i. Products / gifts	5	3	56	54	37	155	3	2	36	35	24	100	59%	7

1. SD = Strongly Disagree 2. D = Disagree 3. N = Neutral 4. A = Agree 5. SA = Strongly Agree

From the analysis of Table- 3 we can see the motivational techniques the final year BHM students expect to get when they become an employee in the hospitality and tourism industry. “Promotion”, “High Pay”, “Recognition” were ranked first (92%), second (87%) and third (82%) respectively. “High Pay” has been perceived as the second motivational technique, which hospitality employer should pay good attention to. The results of this finding was that most final year students perceived “Recognition” as the best reward they expected to get when they become employees in the hospitality and tourism industry. Wheelhouse (1989) stated that appropriate



recognition and appreciation can certainly contribute to confidence and a sense of competence. It can be the easiest, cheapest, and fastest way to improve production. Effective recognition must be deserved, prompt, perceived as fair to all employees, appropriate for the effort expended, and attainable.

**4. To provide information that will assist the hospitality and tourism managers to better understand the motivational constructs of the Final Year BHM students who want to work in the hospitality and tourism industry.**

The managers and human resources department should consider and develop the following factors to respond to the employees' needs, especially the final year BHM students who will be the prospective employees in the hospitality and tourism industry:

- Conducive environment or organizational climate
- Performance based Promotion.
- Appropriate communication programme
- Harmonious relationships among employees.
- Appropriate reward system.
- Non- Monetary reward systems like recognition, promotion, citations for good work, vacation time, fringe benefits, etc.
- Periodic surveys to assess the needs of employees every year to provide the proper and efficient motivational factors.

## **Summary**

Hospitality and Tourism industry attracts a large number of final year students who graduate in Hotel Management Programmes from various colleges across India. It is of prime significance for the managers to understand the motivational constructs of these students who will become employees in the hospitality and tourism industry, to motivate them to work in their properties and encourage them to perform their jobs efficiently, as well as to retain them. The study revealed that "Interest in the profession" followed by "the thought of becoming a manager" and "good pay" are the most three important factors, which influenced them to choose a career in the hospitality and tourism industry. The study also identified "Communication between employees and supervisors/managers", Reward of personal skills and productivity", "Benefit programmes" as the most three effective motivational techniques in improving personal motivation for Final Year BHM students. "Promotion", "High Pay", "Recognition" were considered as the most three important expectations of the final year BHM students toward the rewards for good job performance/productivity. The study helps the managers and human resources department should consider and develop the factors such as environment or organizational climate, appropriate communication programme, harmonious relationships, appropriate reward system, to respond to the employees' needs, especially the final year BHM students who will be the prospective employees in the hospitality and tourism industry

## Recommendations for further study

1. This study focused only on final year BHM students, further study can be conducted on students at other levels.
2. To promote validity and establish the effective generalization of the results, a larger sample size is recommended for further study.
3. The hospitality and tourism researchers can conduct the study by using the employees in the hospitality and tourism industry.
4. Further study can be done taking the demographic variables such as gender, age, educational background, work experience than influence a person's perceptions toward motivation in choosing a hospitality career.

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