



Confronting Critical Work Force Challenges

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DozzyHotels (Fictitious name) is an international hotel company, functioning in more than 420 locations in 73 countries. The first Dozzy Hotel was established in 1909 in Minneapolis, Minnesota, US. Dozzy Huts is the brand name for Dozzy hotels outside the United States, including those in Europe, Africa and Asia.

Jaipur being the tourist place always has a high demand of quality hotels and to fill this demand supply gap, The Dozzy Hotel Group operated a five star hotel- the Dozzy Hut at Jaipur in the year 2012 at the southern part of the city near the airport. The selected location has the advantage of the famous tourist spots situated in the nearby areas. The hotel works on the unique 'Yes I Can!' service philosophy to its customers.

The hotel offers stylish accommodation and modern amenities with variety of rooms like Business Class room, Premium room, Executive Suite, Presidential Suite and Club Lounge. It offers 178 rooms including suites. Total number of rooms and its restaurant are sufficient enough to accommodate up to 700 floating guests or 225 guests in a cluster seating arrangement respectively. Hotel provides high quality services like free Wi-Fi internet, meeting rooms, business center, health club, bakery shop, rooftop pool and bar, spa etc. Customers can get a variety of globally favorite and authentic Indian dishes at its on-site restaurant naming 'Market Place'. On-site restaurant facility of the hotel makes it a place to deal for business as well as social gatherings.

During the peak season, occupancy of the hotel rooms is high. Though during May to August (considered as dead season for Rajasthan) hotel room occupancy is not favorable for the hotel industry in Jaipur but The Radisson Blu is easily compensating this loss with room and banquet occupancy for seasonal social functions. Nearly 75% customers of the hotel are domestic traveler and remaining is international traveler. Hotel feedback system reveals that nearly 60% of the customers are satisfied with the service quality and wished to promote the hotel.

Apart from its regular business activities the hotel operates Responsible Business Program as a part of CSR activity. The hotel also supports an NGO, which takes care of children, by sponsoring full life education of one child. The hotel is also involved in social activities like tree plantation, blood donation camps, dental checkup camps etc. Recently hotel has involved in Swachh Bharat Abhiyaan by initiating cleaning program of service lane road in front of hotel.

The case was developed by Dr. Punam Mishra (Institute of Management, JK LakshmiPat University, Jaipur), Dr. Richa Mishra (Institute of Management, JK LakshmiPat University, Jaipur), Dr. Suresh Kumar (School of Management Studies, Mody University, Laxmangarh) and Mr. Yogesh Verma (Central University of Rajasthan, Kishangard), during the Ninth National Case Writing Workshop organized by JK LakshmiPat University, Jaipur, during June 04-06, 2015.

Hotel provides induction and technical training to different employees as per the need. There is no job contract in Hotel. HR department organizes various activities for motivation of employees. The hotel recognizes best talent every month. Hotel has four intra department house like red, blue, yellow and green so as to promote various competitive activities within organization.

The hotel recognizes the importance of training being in the service industry, makes sure that all those who have been hired goes through the training module especially on how not to ignore customer requests and demands. They very well understand the prominence of customer satisfaction being in the hotel industry.

Despite company's efforts, employees have a perception that they have work pressure. They find it difficult to have a work life balance. It has been found that most the employees have migrated from other states. Retaining these employees at times becomes a challenge for the company. In many cases employees have not given an opportunity to the organization to have an exit interview.

The issues associated to retention of employees seems to be as followings :

- *Image:*The hospitality industry is suffering from the stereotyped image as a career option. Qualified workers and youngsters consider this sector as a low-wage and entry-level with little opportunity for advancement. Even the youth is not aware with the range of hospitality careers available.
- *Recruitment:*Generally the hospitality sector draws the workforce from the youth labor pool, but in recent the industry has been left with an insufficient pipeline of new workers to satisfy demand. Therefore, the industry is increasing its recruitment efforts and developing targeted strategies for previously untapped labor pools.
- *Retention:*As the hospitality industry suffers from the negative image as a career option. It is difficult for the restaurant, hotel and lodging sectors to retain skilled workers.
- *Language skills:*To make a good brand image and to provide better customer service and satisfaction five-star hotels require a proper language understanding of foreign visitors. Though employees undergo language training programs that allow them to effectively perform their job, still English proficiency is a key challenge because a large percentage of the hospitality workforce does not speak English as their primary language.
- *Employability/Soft Skills:*Soft-skills/ life-skills are often a prerequisite for success in a customer service-oriented field, especially in the hotel industry. To find a worker with human-skills is difficult for the employers.
- *Consistent training models and skills certifications:*Many hotels (employers) run their own training modules and skill certification courses for their employees, but these modules and courses lacks consistency and portability.

The Food and Beverage Service and Food Production department are two of the most significant departments and work very closely, it's like one doesn't exist in the absence of other. Manoj was an executive at the F&B Service Department, was an asset to the hotel, a diligent worker of the organization, was responsible for attending the customer in serving them their food that they have placed order for. Suresh was a supervisor at the Food Production Department, his responsibility was to make sure that whatever order comes in the hotel restaurant kitchen should be attended serially so as the customer can be served their food on time.

Mr. Subhodeep was a frequent guest at the hotel from last six months, has come to the restaurant of the hotel for dinner, it was little late at night. There were few more guests in the restaurant waiting for their food that they had ordered. Manoj attended Subhodeep as he placed his order, he was also looking at his watch. Manoj placed the order in the kitchen and went to attend other customers. After few minutes Subhodeep enquired about the order from Manoj, to which he said will take few minutes more. By this

time the GM of the hotel also landed up in the restaurant to attend some guest. It seemed that Mr. Subhodeep was getting impatient and he again enquired about his order, this time Manoj went to the kitchen and requested Suresh to serve his order first. Suresh said that it will take another 15 minutes to serve as there are others in que.

Mr. Subhodeep became furious was showing the traits of a demanding customer. GM sitting in the same venue was witnessing everything. Manoj had a heated discussion with Suresh, were Suresh told that he can serve the food only when the prior orders are done. This verbal spat in the kitchen turned into a battle field.

Questions:

1. Briefly describe the issue(s) present in the case.
2. Was Suresh right in his approach? Why or Why not?
3. Was Manoj right in his approach? Why or Why not?
4. What according to you is the best way to resolve the issue?
5. Do think it would have been wise for the GM to intervene?

