

“An analysis of career shift of the Hospitality professionals from Hotels and allied industries to Hospitality Education and the tendency of reversing their decision “

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ABSTRACT-

The hotel industry is characterized by hard work, long working hours, relatively low compensation, poor work-life balance etc. These reasons mainly influence the career shift from the hotels to the education field. The education field now offers better remuneration especially, with the sixth pay commission being applicable in the hospitality colleges. Teaching is supposed to be a noble profession wherein you get a chance to serve the society. Compared to the industry it is less stressful, has fixed work timings, vacations and a better social status. It also has its own challenges, as the educationist is burdened with lot of administrative work, doing the required number of

admissions, managing college co-curricular & extracurricular activities.. The job of teaching is quite monotonous; there is a big gap between perceived and actual benefits and mainly the ever changing employment terms make many of them go back to the industry.

The study aims at analyzing the various influencing factors that affect the career shift from hospitality industry to academics and at times back to industry.

The findings of his research suggest that: 'Long working hours', 'Poor work-life balance' and 'Low salary' are the major reasons for professionals to look for alternate career options.' Knowledge sharing skills' and 'Demonstration skills' are the

major challenges of the academia.’ Lack of growth opportunities’ and ‘Ever changing employment terms / norms’ are the influential reasons for reversing the decision from academia to industry.

Key Words: ‘Hospitality’, ‘Academia’, ‘Hotels’, ‘Career shift’

1. Introduction

The hospitality industry is a field which offers a great deal of choices to anyone who is looking for a career full of interest and variety. There is a wide range of jobs and related fields, most of them are unusual and quite different from traditional stereotype. Most luxury hotels offer excellent opportunities for growth & development to the individuals who are prepared to start at the bottom and work their way through a variety of positions. It is relatively easy to transfer from one department to another, particularly if you have the right approach to customer service and are prepared to supplement this with the formal training. The more you learn and the broader your experience is, the greater will be your chances to move up to higher level.

One of the most common reasons why people leave the industry is their desire to avoid working nights and weekends, usually for family reasons. For people who are ready to travel there are excellent opportunities to gain experience, travel, learn other languages and get to know other cultures. Women

account for a less percentage as far as employment in hotels is concerned. In certain departments the percentage is more, many a times part time jobs are being held by women so that they can have better work-life balance. Those who are engaged in the hotel industry know the true nature of industry, which is characterized by hard work, long working hours, relatively low compensation, poor work-life balance etc. These reasons mainly influence the career shift from the hotels to the education field.

The education field now offers better remuneration especially, with the sixth pay commission being applicable in the hospitality colleges. Teaching is supposed to be a noble profession wherein you get a chance to serve the society. Compared to the industry it is less stressful, has fixed work timings, vacations and a better social status. It also has its own challenges, as the educationist is burdened with lot of administrative work, doing the required number of admissions, managing college co-curricular & extracurricular activities. All these activities do not give sufficient time to update the subject knowledge and conduct research, which is the core of the education field. The job of teaching is quite monotonous; there is a big gap between perceived and actual benefits and mainly the ever changing employment terms make many of them go back to the industry.

The study aims at analyzing the various influencing factors that affect the career shift from hospitality industry to academics and at times back to industry.

2. Objectives

1. To identify the factors influencing the hospitality professionals to change their career to hospitality education.
2. To identify age and gender influences on the decision to take up hospitality education over hospitality industry.
3. To study the tendency of hospitality teachers going back to the industry and the reasons thereon.
4. To identify the professional challenges of Hospitality Education and Hospitality Industry.

3. Hypotheses

1. Poor work life balance and unsatisfactory compensation are the main influencing factors for the career shift of professionals from the industry to the hospitality education.
2. The possibility of career shift from education to the industry is less when the tenure in the education is more.
3. Lack of teaching proficiency, monotony, changing employment terms are the

influencing factors for shifting back to the industry.

4. Purpose of the study

1. The study will be beneficial for the Hotel owners and the hoteliers as they can study the factors responsible for high attrition rate.
2. The present study can be of help to the academicians to understand the challenges in teaching. The research can also be taken further by other academicians in their fields to understand the career shifts in others sectors of the industry.
3. It will help the researcher in developing insight and more understanding about the basic motives of the employees. This entire research experience would lead to a lot of learning in the mentioned subject.

5. Literature review

The data for the above mentioned thesis will be extracted from a combination of literature review which includes various theses on related subjects, books and internet.

1. Mah nazir ria, (1995), examined the career choices and occupational images of the college students. The results showed that one of the most preferred occupations by the girls was teaching, while the boys disliked it. The main

- reasons for preferring an occupation are altruistic and social, whereas the reasons for disliking an occupation are ethical and personal. The study also states that the students are quite definite in their ideas about what people in these occupations are but they do not have much information about the specific work activities of the most liked occupations.
2. Gillian A. Maxwell, (1997), focused on the factors related to the promotions of women in the hotel industry by sharing their experiences and views. From the analysis it was found that there was a lot of potential for women to take up senior positions but the industry is not willing to make any changes that are required.
 3. Barry J. Babin , (1998), examined the attitudes and behaviors of Frontline employees who provide service. It studies the effects of role stress, work and non work conflict on employees' job performance, job and life satisfaction, and quitting possibilities of male and females. The research suggests that role stress affects female service providers' job performance more negatively than it does males. The job satisfaction is related more highly to quitting intent among males.
 4. Adele Ladkin (2000), examined the career path for Hotel Managers based on career mobility, career planning, value of certain skills towards career development. The results showed that the managers have a high degree of international mobility, they are actively engaged in long term career planning, and good managerial skills are the most important aspect for development in the career.
 5. Ann E. Austin , (2003), reveals that the current preparation of aspiring faculty does not fully match the demands they are likely to face as academicians. It also suggests recommendations on improving the expectations of the next generation of faculty members.
 6. V Jauhari, (2006), examined the link between industry competency requirements and the current provisions for hospitality management education in India.
 7. Ning-Kuang Chuang, (2009), studied the intrinsic and extrinsic factors impacting the job satisfaction of casino hotel chefs. The intrinsic factors which satisfied the employees included the work and least employees were most satisfied with the supervision at work and least satisfied with company policies related to the sick leave and paid vacation. Highest job satisfaction levels were found among chefs who worked in the fine dining kitchens and supervised between 21 and 30 employees. The

factors which impacted the job satisfaction of the chef's were recognition at work and creation of specialized incentive programs tailored to chef's needs.

8. Rajib Lochan Dhar, (2009), suggested that apart from altruistic and intrinsic motives, taking up teaching could be eventual for many of them. The other reasons are going for higher studies, inclination towards family, better less than nothing, relief from corporate pressure and the passionate teacher.
9. Osman M. Karatepe , (2009), studied the impacts of job (supervisor support) and personal resources (trait competitiveness and self-efficacy) on work engagement. The respondents were full-time employed frontline employees of the five- and four-star hotels of Abuja, the capital city of Nigeria. The results demonstrated that the trait competitiveness predicted three dimensions of work engagement better than did self-efficacy. The trait competitiveness enhanced the employees' feelings of vigor, dedication, and absorption, where as self-efficacy positively influenced only absorption. The supervisor support had no significant effects on three dimensions of work engagement.
10. Pi-Yueh Cheng, (2013), investigated the role of ethical context, work values, and perceived

organizational support in job responses in the hotel industry. The survey showed that ethical context was a significant predictor of job satisfaction and turnover intention and that work values and perceived organizational support moderate and mediate respectively the relationship between an ethical context and job responses. The hotels can use the study to increase the job satisfaction and decrease the turnover intention of employees.

6. Limitations of the study

1. The respondents in this study included will be limited to Pune, Maharashtra.
2. The study shall be limited to certain known factors for the career shift of professionals from the industry.
3. This study only focuses on career shift of employees from hotels and allied industries to hospitality education.

7. Research Methodology

Collection of Data:

The data required for the research was collected using the following techniques:

- **Personal Interviews:**

The researchers conducted personal interviews with the employees of various hotels and educationists to understand their perception towards influential factors for career shift from industry to academia and possible reasons for reversal of the decision.

- **Questionnaire:**

A questionnaire was drafted and circulated to the sample respondents with a view to obtain their opinions on the topic.

Sampling Techniques:

A random sample of 100 employees representing the Hotel industry and Academia of Pune was selected to conduct this study.

8. Observations and discussion

8.1. Factors influencing the hospitality professionals to change their career to hospitality education.

Long and odd working hours of the hotels- Most of the hotels have round the clock service and the employees are supposed to work in varied shifts and extended hours. Some positions do run on a standard 9 a.m.-5 p.m. basis, but they are few and far between. The hotel demands the best from its employees and some positions can prove to be a problem, especially for employees with family

responsibilities. The physical stress is difficult to cope up and then comes the burnout stage when the employee faces physiological problems due to the late working hours and various shifts, especially the night shifts.

Poor work life balance-The hotel demands high standard service from its employees all the time. Pressure and deadlines are intrinsic elements of the industry and the best of the hotel worker is seen conquering the challenges placed in the way of personal and the organization's objectives. On most festivities and holidays the hotelier is serving his guests and scarifies his family life. The daily demands of job, family and everything in between erode their energy and enthusiasm. Many a times when there are resorts at remote locations, the lack of facilities makes it difficult to move with the family and promotions usually means relocating to another hotel in another town.

Salary-The salaries offered to the employees in the hotels are far too low compared to other service related jobs. The money spent on taking up education in hotel management and the hiked fees do not give reasonable returns for the fresher. The main element of dissatisfaction in the industry is the pay. The industry needs to look at this aspect seriously and take corrective measures if they want to attract good talent in their hotels. Organizations

have been restricted by archaic compensation practices to attract and retain the best talent. . The salaries may vary depending on the type and size of employer and the employee's job responsibilities. Organizations are forced to downsize to keep their workforces lean, to contain spiraling wage costs. They use innovative means such as multi-skilling, longer working hours, enlarged jobs to manage the services in the available human resources.

Physical Stress-Working for the demanding guests, high standards, top service and quality products puts lot of pressure physically as well as mentally on the hotel employees. Most of the jobs are physically demanding. Employees in customer contact jobs are on their feet for a full shift of 9 hours during which they perform various tasks that are demanding on the body. Due to physical stress and the burnout people become chronically exhausted, cynical and detached from work and ineffective on the job.

Low job profile- The industry has been tagged with the glamour label but only those who have worked in the industry know that it is only about hard work. The employee needs to do all odd jobs at the initial stages of their careers in the hotels. The social status is low compared to the other jobs and very few can respect the dignity of labor. Modern workforces expect to reach higher positions early and are

willing to work hard for it, but the hotel should provide them better opportunities.

Benefits/Perks- The benefits offered in the industry are less compared to other jobs and the organizations compete based on this to attract the pool of talent.

8.2. Factors responsible for hospitality teachers going back to the industry –

Teaching is one of the finest and noble professions. Teachers play a crucial part in preparing new generations for the future. The skills and competencies for a teaching profession as opposed to the trade or craft are that they cannot be assessed with any degree of objectivity or accuracy. It is assumed that there are core skills in what is required in competent teaching irrespective of the subject content, student's characteristics and other context. There are specific competencies that apply to the specific subject areas in the curriculum.

8.3. Skills and competencies required for a teacher-

Public Speaking- To be an effective educationist the teacher should have excellent communication skills and public speaking skills .Public speaking is the key element in teaching. In academics you need to overcome the fear of public speaking and should

be able to catch the attention of the class through your informative and interesting delivery of speech.

Demonstration skills and Knowledge sharing skills – The demonstrations and workshops help the students to conceptualize the class material more effectively. The demonstrative skills of the lecturer need to be good especially for the operational subjects. The emphasis in education should be given on integrating the theory and practice, imaginative and flexible thinking which can meet challenges.

Adapting to the changing approach/perception of the students- The expectations of the students from the teachers have changed with time. Teachers are no more role models for the students and they expect a friendly approach from them. The teachers need to be innovative, resourceful, take up new teaching methods which are technologically updated, use every resource that is available, adapt to diverse students and their various learning styles

Adapting to the changing trends in teaching- - The basic purpose of teaching is to develop in the students' knowledge, attitude and skills to enhance their quality of life and contributing towards the society. The educationist needs to update his knowledge to make his teaching effective. Updating can be done through refreshers courses, visiting hotels, through trade journals and magazines,

research and development. Use of new audio-visual technology like slides should be done to reinforce your points .Role plays, case studies, brain storming, problem solving are effective tools especially for Management subjects. The developments in scientific research, the introduction of new technologies and the expansion of new ideas are going increasingly faster. Digitization, globalization, new knowledge about the working of the brain are all matters that run deep into the way the students learn nowadays.

Students interaction- A teacher should be able to motivate and engage the student, set challenging and achievable goals and be his mentor. New teachers are particularly unprepared for dealing with behavior problems of the students and need some time to understand the psychology of the students.

Work Culture- An educationist needs to set and maintain appropriate standards of professional behavior and at the same time actively participate in the life of the college.

8.4. The professional challenges in Hospitality Education over Hospitality Industry-

Monotonous job- The job of the educationist becomes monotonous and boring after a certain period. He does the same job of delivering lectures,

explaining the same topics related to the syllabus, which many a time has no relevance to today's industry. He goes to the class where most of the students are passive listeners, and very few who are inquisitive. He can make limited changes in the content of the topic. The only interesting part is every year he looks forward to meet a new set of students. Training sessions may help in adding innovative ideas rather than sticking to the old method of teaching.

Gap between perceived and actual benefits-

Instead of growing in their jobs, lecturers often complain that they are engaged in dealing with the same set of problems day in and day out. Tremendous time demands prevent them from pursuing high quality opportunities for professional development. Contemporary professionals need to fulfill many unrealistic expectations, which produces disillusionment, job dissatisfaction and yearning to going back to hotel industry. The teachers are more engaged in managing events for the college, taking the load of substantial administrative work or doing ancillary jobs for the college. All these reasons may actually decline the teacher's productivity management. The working hours extend much beyond the actual hours.

Lack of growth opportunities- The growth in this profession is slow. Seniority is given preference over merit in the promotion policies. A teacher

remains and works in the same environment and capacity in which he enters the profession, it is not performance oriented. There are limited positions at the higher ladder and the growth opportunities are very less.

Ever-changing employment terms/norms- Most of the education institutes are under the control of government and they have to adhere to the regulations and policies of the government. The employment terms keep on changing to suit the new pay packages and up gradation programmes. Many a time's individuals with substantial industrial experience do not fit into the selection criteria for the post of lecturer. These ever changing norms restrict experienced hospitality industry experts from taking up teaching profession.

Lack of glamour-The teaching profession lacks the glamour quotient totally. The individuals who have worked in the industry, interacted with the rich and the famous from various fields of life, are passionate about their specialized jobs may find this job boring.

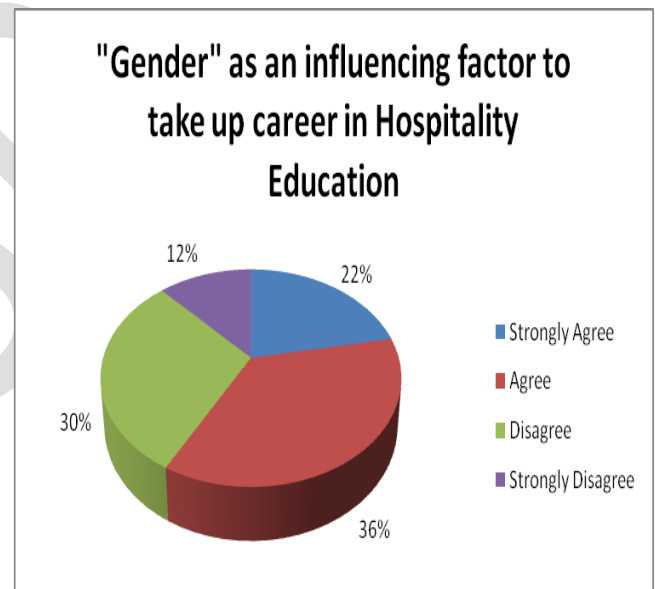
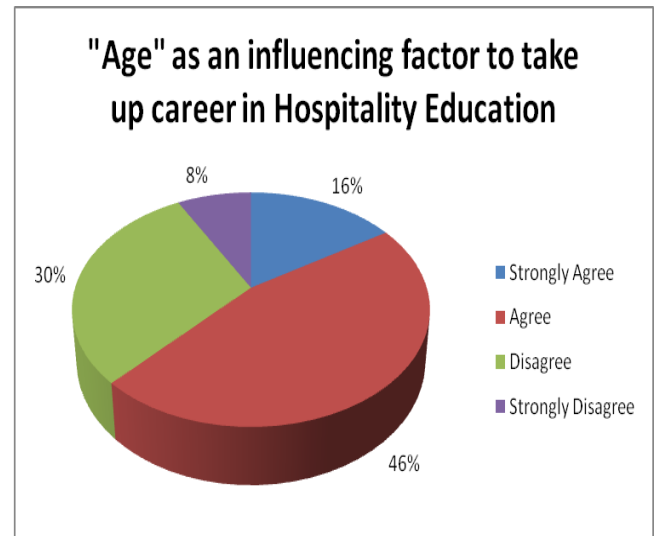
Lack of teaching proficiency-Some of the teachers lack the skill to engage the class and create interest in their subjects. They cannot convey the knowledge of relevant subject effectively to the students, are not updated, do not implement new teaching techniques and lack the most important

trait of communication. Those who lack these qualities cannot be effective educationists.

Bureaucratic approach- The Educationist do not have much access to change the curriculum which could be more meaningful and aligned to internationally bench marked systems. The heads of the institutes are more engaged in the paperwork and regulatory burdens and cannot help the teachers in professional development. The bureaucratic system may retain the low performing teachers and the good ones are not rewarded who loses the motivation to teach.

Transferable nature of job of your spouse-Many times the priority may be given to the job of the spouse and if he or she is in the government service, may be transferred to the other city after certain years. This is particularly evident among women educationists.

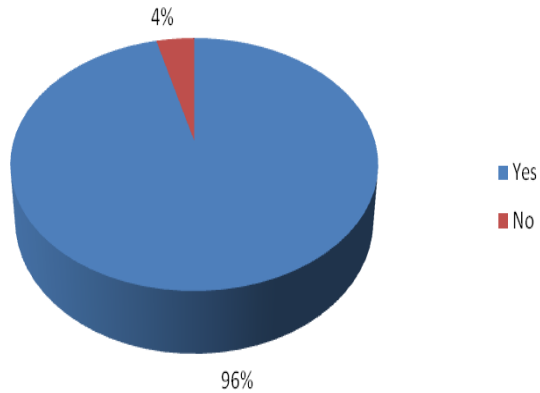
Others- The modern teacher has to be tolerant towards the diverse lot of students, non discriminative, encouraging and ready to open discussions to create interest in the session.



9. Findings:

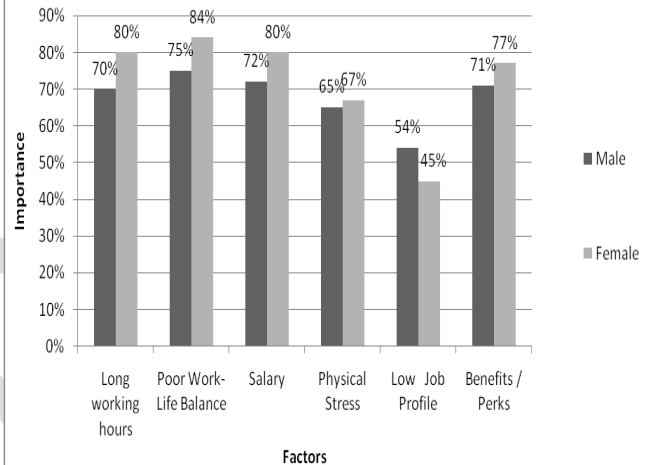
9.1. Preliminary information:

Industrial Experience possessed by the Respondents

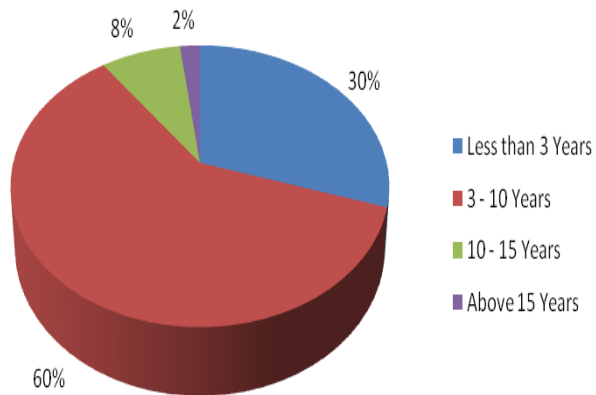


9.2. Career shift of hospitality professionals to Education:

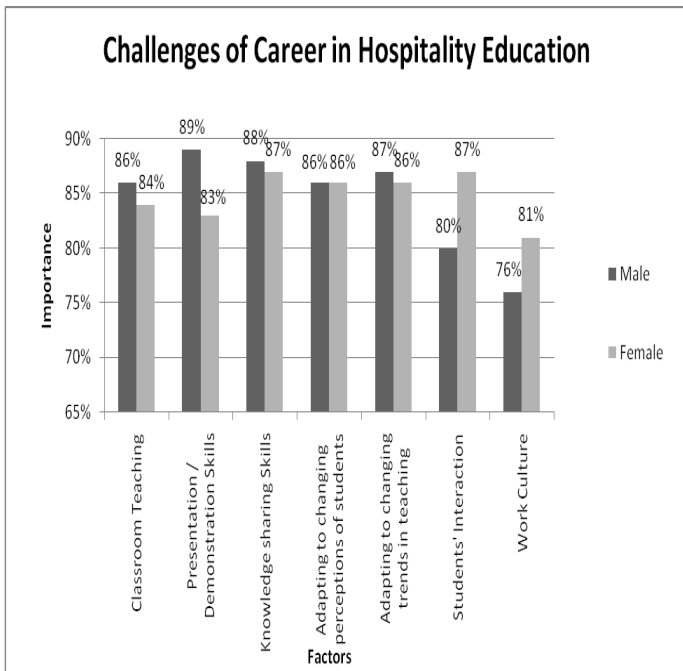
Factors influencing the career shift of professionals from Hospitality Industry to Education



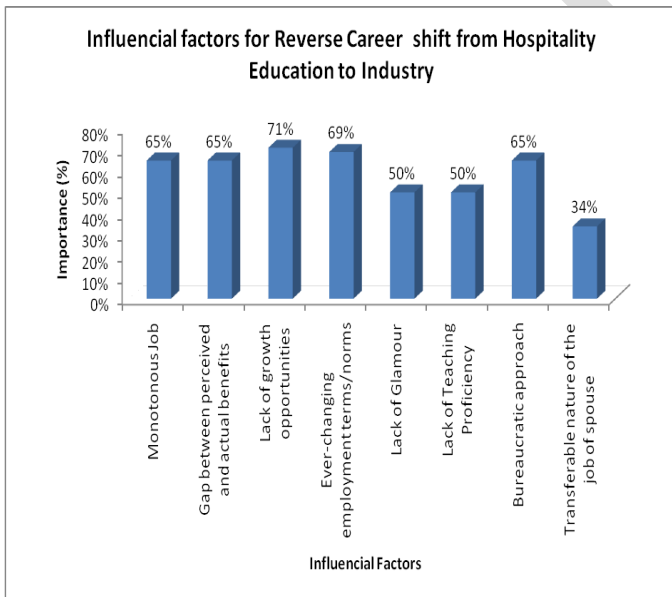
Industrial Experience of Respondents



9.3. Professional challenges of Hospitality Education:



9.4. Reversing of decision of career in education to industry:



10. Suggestions and Recommendations

Based on the responses received by the employees of the hotel industry and academia in Pune on the issues related to careers in industry versus academia, the following suggestions & recommendations can be made:

1. The professionals working in the hospitality industry who wish to shift their career to the academia should take a conscious decision after weighing the pros and cons of both.
2. It is strongly recommended to acquire considerable industrial experience prior to take up teaching as a profession.
3. The aspirants of academia should acquire the necessary skill sets to overcome the challenges in the field and thereby avoiding the situation of reversing their decision.

11. Conclusions

The findings of the research can be concluded as under:-

1. Recently there has been a trend of shifting careers from the hospitality industry to academia.
2. Age & gender are the major influential factors to take up the decision of career in academia.
3. 'Long working hours', 'Poor work-life balance' and 'Low salary' are the major reasons for professionals to look for

alternate career options. These reasons have more influence on the female professionals than the male.

4. 'Knowledge sharing skills' and 'Demonstration skills' are the major challenges of the academia.
5. 'Lack of growth opportunities' and 'Ever changing employment terms / norms' are the influential reasons for reversing the decision from academia to industry.

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