

Human Resource Management Practices in the Hotel Industry in Taiwan: the Gap Between Perception and Reality

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Abstract

The main purpose of this study is to investigate the major HRM functions and practices used in the hotel industry of Taiwan. Given the high proportion of quantitative studies in hospitality industry research across the world, a qualitative method is utilised in this research and in-depth interviews were chosen as the main vehicle for data collection. This study involved interviews with the most senior managers in a sample of chain hotels in Taiwan nominated by the hotels as being responsible for HRM. Many participating hotels perceived the importance of training and development and recognised these activities are able to enhance organisational performance. However, the evidence of the industry desk research suggests that the hotel industry spending at relatively low levels on training and development in Taiwan. The gap between the perception and the reality is significant, due to the discrepancy between the perspectives of hotel proprietors and those of HRM practitioners. This research provides some practical and strategic suggestions for hoteliers to bridge the gap between what they thought and what they actually do.

Keywords:

Human resource management, Training and development, Hotel industry, Taiwan