What Makes Hotel Satisfied with the Intern Hiring?

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Abstract: With the rapid development of hospitality industry, hotel hiring pattern shows a trend of diversification. Intern hiring has become an important mode of hotel hiring and the key areas of soft power of hotel industry. In numerous studies, scholars mostly carry on the analysis from the perspective of colleges and students. In this paper, from the angle of hotels' interests, the researchers use the grounded theory and make a qualitative research combined with depth interviews. Through the open coding, axial coding and selective coding, concepts and categories are classified and theory is refined. We find that college, intern and tutor jointly affect intern hiring satisfaction. Under their influence, the forming mechanism "motive-behavior--evaluation--results" is gradually formed.

Introduction

In recent years, there is a rapid development in China hospitality industry and intense competition in human resource. Under the pressure of hiring, considering that trainees of college have many advantages, employers tend to choose intern hiring which will exist for a long period of time among hotel hiring pattern. In view of this, based on the hotels' benefit perspective, the study will focus on the hotels' satisfaction with intern hiring. Do the employers feel satisfied? What factors affect hotels' satisfaction, and what is the process of satisfaction?

Literature Reviews

Organizational psychology believes that employees' job satisfaction may bring a series of effects for organizations and individuals, such as the improvement of job performance, organizational commitment and sense of loyalty, as well as cut of turnover intention or behavior [1]. The most significant trend of human resources development is the increase of part-timers [2], the part-time hiring is beneficial for firms [3]. Some scholars pay attention to part-time employee job satisfaction and achieved certain results, with the use of organizational flexibility, organizational commitment, psychological contract theory, they discuss some specific problems including the relationship between part-time employee job stress, organizational citizenship behavior, salary welfare perception; the relationship with the labor
union, and job satisfaction; work attitudes difference between full-time employee and part-time employee [4-5].

The job satisfaction is the study angle of scholars in recent years. The main contents include the following two aspects. One aspect relates to practice time, mode, practice mode of utility and arrangement [6-8]. On the other hand, research mainly was concentrated in the trainee satisfaction, satisfaction factors and outcome variables. A lot of empirical studies suggested that key aspects of those working conditions can compromise student outcomes [9-11]. Gary Rhoades divided part-time hiring into “just-in-time” hiring and “just-at-will” non-renewal practices and analyzed the influence of different working conditions on the working state and quality [12]. Song& Chathoth tested that PO fit mediates the relationship between GSE and CI fully, and between GSE and OJS partially by choosing 336 senior undergraduates from China [13].

In a word, as an important part of the hotel human resources, the hotel interns are highly noticed by scholars. But most of the scholars study the intern hiring from the perspectives of colleges and students. A few of researchers study it from the interests of employers and they are concentrated in the intern's competency. The past research lacks in the intern hiring patterns. Therefore this will weaken the correct acknowledgement of the hotel hiring. In order to make up for the deficiency, in his paper, the author will try best to explore the factors affecting employers' satisfaction with intern hiring and find the forming mechanism.

Research Design

Sample Choice

In this study, a total of 62 hotel managers are interviewed from different departments (Table 1). The interview lasted for half a year. There are a total of 22 in-depth interviews and 6 focus group interviews.

Table 1. Sample Selection List.

| Item            | Category    | Number | Ratio (%) |
|-----------------|-------------|--------|-----------|
| Type of hotel   | Five star   | 46     | 74.2      |
|                 | Four star   | 16     | 25.8      |
| Hotel property  | Foreign     | 38     | 61.3      |
|                 | Domestic    | 24     | 38.7      |
| Gender          | Female      | 42     | 67.7      |
|                 | Male        | 20     | 32.3      |
| Age             | <30         | 16     | 25.8      |
|                 | 30-40       | 32     | 51.6      |
|                 | >40         | 14     | 22.6      |
| Department      | Human resource | 12   | 19.4      |
|                 | Front desk  | 12     | 19.4      |
|                 | Housekeeping| 16     | 25.8      |
|                 | Food and beverage | 18 | 29.0      |
|                 | Others      | 4      | 6.4       |
Grounded Theory

The grounded theory is a famous method constructing theory in qualitative research. The principle of the Grounded Theory is to construct the theory by analyzing empirical data. According to the general process of grounded theory, the authors made this study through open interviews, half open interviews and focus group interview. The data are induced and deduced, and finally the theoretical framework is summarized.

Data Analysis

Open Coding

The open coding is based on the data from the interviews. The researchers selected 22 interview objects including 8 men and 14 women as the depth interview sample.

Table 2. A Sample of Open Coding from Depth Interview.

| Conceptualization | Open coding | Nature of category | Dimension of nature |
|-------------------|-------------|--------------------|-------------------|
| The first time I saw the leaders and teachers of that college, their professional and elegant manners gave us impression. They really understood the industry and are able to communicate with us well. (a1) | a1 teachers | 1. from concepts a1,a2,a3 to category: the condition of college | Nature of condition: hardware (strong/weak) |
| When we went to the college, we visited the school laboratory and modern classroom (a2) | a2 facilities | ... | ... |
| According to score lists of students, we found students have professional English lessons. (a3) | a3 curriculum | ... | ... |
| ... | ... | ... | ... |
| Interns can initiatively serve the customers (a45) when they are need to work overtime, they also won't refuse. (a46) | a45 Sense of service | 6. from concepts a45…a48 to category: internal attitude | Nature of attitude: positive temperate (strong/weak) negative |
| Some guests will be more difficult, but they can withstand. (a47) | a46 dedication | ... | ... |
| Even they feel tired, they also work considerately. (a48) | a47 frustration | 12categories | ... |
| ... | ... | ... | ... |
| 124 concepts | a48 responsibility | | |
To get much data, we used open interviews without fixed mode. Each one was given 40-60 minutes. At the same time, in order to ensure the reliability of open coding, the two coders logged in the materials. They check the logging results when the coding was finished. If the results were inconsistent, the two researchers discussed with each other according to the literature review and related research. If two coders can't reach an agreement, they asked for experts' advice. Finally, we got a coding library of 124 concepts and 12 categories. (the analysis process is shown in Table 2). The 12 categories are as follows: (1) the condition of college (curriculum, teachers, teaching facilities), (2) the idea of running a school, (3) the policy of college (4) intern knowledge (knowledge, foreign language ability, service etiquette), (5) intern capabilities (skills, innovation ability, communication ability, expression ability, learning ability), (6) intern attitude (sense of service, dedication, frustration ability, responsibility), (7) the intern's participation in degrees (teamwork, leadership skills, the ability to accept), (8) the intern's lofty ideals and high aspirations, (9) teachers attitude, (10) methods of teachers, (11) the hiring motive (staff shortages, costs, service), (12) the Hiring Evaluation (employee performance appraisal, the cooperative evaluation).

**Axial Coding**

We also chose 22 hotel managers as the target. The researchers did not find new concepts and categories. There are three kinds of objects in the process of satisfaction perception. They are colleges, students and teachers. 124 concepts and 10 categories from 12 categories of open coding belonging to the three objects. They are as follows: (1) the comprehensive strength of colleges (conditions, idea, Policy), (2) the trainees comprehensive performance (Intern attitude, ability, knowledge, interns in the integration of the lofty ideals and high aspirations,), (3) teachers comprehensive force ( attitude, ability). Therefore, through the axial coding, the main category has 3 types and they are the comprehensive strength of colleges, the trainees comprehensive performance and teachers comprehensive force. The subcategory are (4) hiring motivation and (5) hiring evaluation.

Based on the difference of the main category and subcategory's effects, the formation mechanism of satisfaction with intern hiring contains three clues. They are respectively satisfaction mechanism with colleges, satisfaction mechanism with trainees and satisfaction mechanism with teachers. Every clue basically followed the path of "motivation----behavior----evaluation-----the result". (Figure 1).

![Figure 1. Paradigm Model about Super-category 2.](image-url)
Selective Coding

The researchers divided 40 hotel managers with different positions into six groups. The focus group interviews were conducted by batches. On the base of the interview results, coding and model are finished. In selective coding phase, core category was identified as the realization mechanism of “motivation - behavior - evaluation --results”, on the basis of this mechanism, all the concepts and categories are in series, the story line of satisfaction was formed. In order to solve labor shortage, reduce labor costs and improve service quality, the employers of hotel have the motive to cooperate with colleges to recruit the trainees. Through continuous contact with colleges in early time, the employers find that colleges have better performance in the school-running idea, system and policy, curriculum system, teaching level. Therefore, they determine to make the cooperation with colleges and recruit interns from colleges. During the working process, the knowledge, ability, attitude, interns participate in integration of the lofty ideals and high aspirations of interns are shown. At the same time, in the process of practice, the teachers responsible for the management of intern will help the employers escort trainees. The employers evaluate the colleges, interns and teachers and the satisfaction with intern hiring is formed.

Conclusion

Under Chinese condition, on the base of the interests of the three parties (hotel, college, student), the phenomenon of hotel intern hiring will exist for a long time. The author attempts to find the factors affecting the satisfaction and the forming mechanism. The study is carried out based on the grounded theory research paradigm. 124 concepts and 12 categories are refined through open coding, then 3 main categories and 2 subcategories are induced, finally, the core category and the story line are completed in the selective coding stage. The conclusion is as follows:

![Figure 2. Different Factors’ Influence During the Period.](image)

There are 3 types of factors affecting the employers' satisfaction with intern hiring. (1) the comprehensive strength of colleges(teaching, curriculum, facilities, school conditions, internationalization, occupation of the idea of running school, intern management system, practice management organization and practice time allocation policy). (2)the intern
performance (Intern attitude, knowledge, ability, participation degree, lofty ideals and high aspirations). (3) the teachers' guiding force (attitude and method). The study also found that three factors show different influence in different stage. For example, in the early time of school-enterprise cooperation, the influence of colleges is larger, and during the middle stage of cooperation, influence of interns and teachers is equal. At the end of the cooperation, the factor of intern affects it most. (Figure 2.).

The formation process of hotel satisfaction is complex, dynamic and long-term. The hotel satisfaction with intern hiring is the perception on the whole course of hiring experience. Not only the interns are evaluated, the evaluation of colleges and teachers is necessary. According to the core category formed by the grounded theory, "motivation - behavior - evaluation - results" is the formation mechanism of hotel intern hiring satisfaction. Though the conduction mechanism (Figure 3), when the result is satisfaction, the employers will maintain the original partner. Then, the next phase of satisfaction formation process starts. When result is dissatisfaction, the employers of hotel will have a motive to find new partners and the new satisfaction formation process starts. Driven by the mechanism, the intern hiring is developing healthily.

![Figure 3. The Forming Mechanism of Intern Hiring Satisfaction.](image)

**Summarization and Enlightenment**

This study proposed a creative concept of hotel hiring satisfaction, and the exploratory study is carried on factors influencing satisfaction and the forming mechanism. The research results show that the factors of hotel intern hiring satisfaction not only stay in the intern's performance. Colleges as well as tutors are also very important factors. In the interviews during the research, many interviewees mention the ideals and concepts of colleges. They think that interns whose colleges have international and vocational elements perform well. Meanwhile, the tutors play an significant role during the intern management.

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