



**LEVEL 7 ASSESSMENT SPECIFICATION**

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                        |                                         |
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| <b><u>Remarks</u></b>                         | <p><u>* ONLY apply for those select using INTERVIEW</u></p> <p>1. <u>Students must complete and submit an Ethics Form (enclosed) before interview. Please observe the above-mentioned due date.</u></p> <p>2. <u>Ethics Form submission to Lottiefung@hkma.org.hk</u></p>                                                                                                                                                                                                                                                                                     |                                                                        |                                         |
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| <b><u>Academic honesty / referencing:</u></b> | <p><u>Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.</u></p>                                                                                                                                                                                                                                 |                                                                        |                                         |

# HRM

Assessment 2

## The Consultancy Report

### Comparison of Two Hotels Staff Recruitment Challenge for International Expansion

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## **1. Executive Summary**

The trend of recruiting model nowadays, is emphasize on job hunter act as marketer. The purpose is to attract qualified and potential candidates to become an applicant. (Farr and Tippins, 2017)

The primary purpose of writing this report is aimed to demonstrate what are the challenges that have an impact on to HR team when their company expanded widely business market overseas. And how does the root cause problem occur in some HRM issues throughout the international expansion. This cases study illustrates the HR team adaption of these two hotels group Company A – Hong Kong brand hotel and Company B – A Non-Hong Kong brand hotel.

This study pointed out how the international market entry challenges will be led HR to face problems. How does the HR team respond to upgrade into an international HRM is critical. Staff planning is one of the primary and initial HR functional. The recruitment approach for these hotels is different. Company B major challenges was preserving its Asian work culture preference while adapting to the new market's work cultural differences in Australia. Where the hospitality related job are relatively attracting more casual or PT worker than other field. This is one of the factors that the service quality to customer can be affected from the recruitment process. Although company A might not face the cultural barriers, but how to attract local Hong Kong talent in the most cost effective way while simultaneously retain employee job satisfaction in hospitality industry is the most effective formula to enhance hotel image, consequentially, it will benefit to all stakeholder.

## **2. Background of the Companies**

### **Company A**

The company founded in 1967 in France, the hotel group, had become the market leader in Europe by the 1990s. the hotel strategic positioning was pioneering in Europe during the 1970-1980s. In the late 70s, Company A bought another hotel brand in Europe. The strategic implement led the company to expand its operation to the international level successfully. In 1981, the company entered the Asian market and operating a hotel in Singapore. The company further expanded its hotel business in Hong Kong in 2001. In 2018, Company A managed 492 hotels in 59 countries.

### **Company B**

About two decades ago, the founder of Company B , started his business as a serviced apartment by restructured a single office allocated in Hong Kong's Central Business District. Since then, the company has speedily expanded. In nine years, the company brand has grown into an international expansion. The group operating a total of eight hotels in between Hong Kong and Australia in 2019

The company aims to provide effortlessly caters to customers by embedding the technology and features that allow guests to enjoy all-inclusive services. For instance, the company offers their guest complimentary access to thousands of Wi-Fi hotspots. This is the brand's exclusive offer that no other hotel brand will do in the Hong Kong hotel industry.

### **3. Major HR Problems Explored Throughout the Expansion**

#### **3.1 Company A :**

The HR manager A of company A has explained that one of the key HR problems during international expansion in Hong Kong is hiring potential candidates with the best fit condition that aligns with company culture value.

Manager A has mentioned that their employee represents their company culture and core value when serving the customer when they are happy and satisfied with their assigned work.

In recently studies, job satisfaction index can indicate the positive or negative impact that influenced employee's work. (Bai et al., 2006; Kim et al., 2005; Lambert, 2001)

Because the company believes the philosophy of a happy employee serving a satisfied customer is the key to retaining the employee and customer loyalty, it will positively impact the company for long-term development and effectively achieve the organization's goal. Therefore, an HR leader is required to hiring people with align these company cultures in the recruitment process when they expand the business overseas.

In the hospitality field, the workforce's job satisfaction is consider as the key concern factor that determine employee to provide the utmost service at workplace (Kim and Lee., 2005). In normal situation, the more employees are satisfied, the better performance they can perform during their employment. Nevertheless, according to Manager A explained, they received several challenges, such as too many applicants, internal organization policies, etc. All these factors are the recruitment challenges for company A conducting international expansion in Hong Kong.

Different recruiting challenges can be addressed to ensure meet the need for the result of effective recruiting. More explanation on these challenges will be discussed in this report



**Figure 3.1** The Need for Effective Recruiting  
(Dessler, 2011)

### 3.2 Company B :

The HR manager B of company B has explained that one of the key HR problems during international expansion in Sydney is the work cultural differences from the parent company in Hong Kong.

The expansion operation was established with the assistance of company B. And some executive need to stay in Australia for not more than half a year. Manager B explained that it was challenging to model the firm culture with such a small executive.

Working culture environment is quite different in terms of job hunter attitude and expectation in between Australia and Hong Kong. Manager B explained that Australians are focused more on lifestyle quality than interrupting their everyday lives after finish work. Therefore, many job seekers do not intend to look for a full-time job more often than a PT job. Because it allows them to embrace more flexibility in their life, said Manager B. However, the hospitality industry is always required consistent and professional employee performance to maintain the service quality to serve the customer. But the shortage of a consistent workforce, the service quality will be unstable and the delay of deploy training to the employee will be affected, particularly during the beginning of the oversea expansion stage.

A casual worker in Australia has increased as particularly for males see (figure 3.2), and the permanent and casual part-time has significant percentage growth in the last two decades show in (figure 3.3).

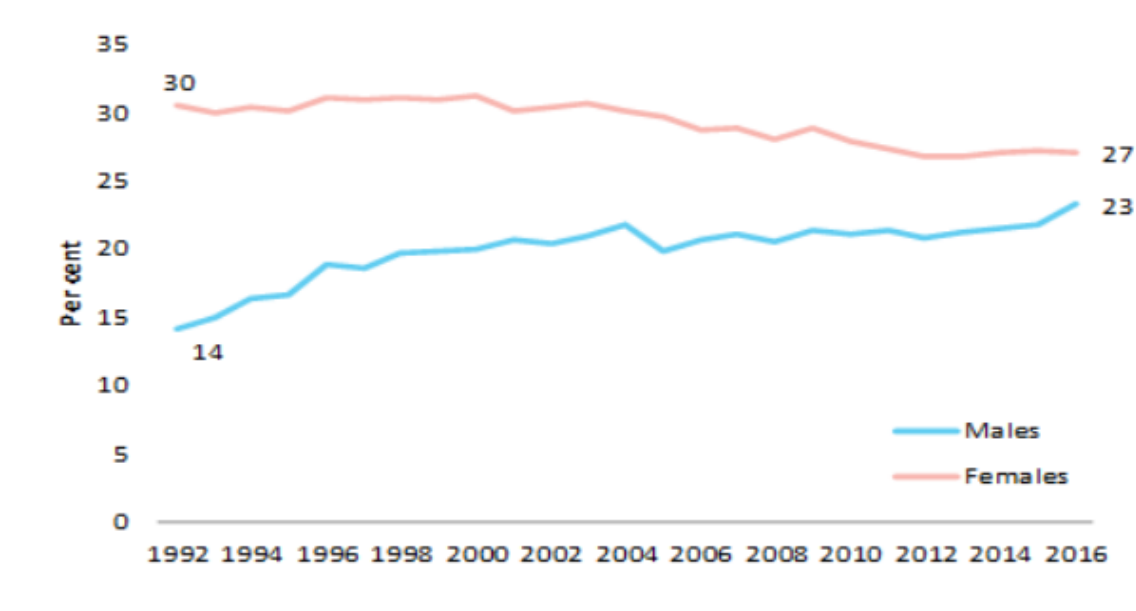


**Figure 3.2** Casual share growth over two decades in Australian (Gilfillan, 2018)

|                     | 1996   | 2016   | Change—1996 to 2016 |     | Share of all male and female employees (%) |      |
|---------------------|--------|--------|---------------------|-----|--------------------------------------------|------|
|                     | '000   | '000   | '000                | %   | 1996                                       | 2016 |
| <b>Male</b>         |        |        |                     |     |                                            |      |
| Permanent full-time | 2853.3 | 3553.1 | 699.8               | 25  | 79                                         | 71   |
| Permanent part-time | 74.7   | 300.4  | 225.7               | 302 | 2                                          | 6    |
| Casual full-time    | 339.7  | 503    | 163.3               | 48  | 9                                          | 10   |
| Casual part-time    | 337.7  | 663.4  | 325.7               | 96  | 9                                          | 13   |
| TOTAL               | 3605.4 | 5019.9 | 1414.5              | 39  | 100                                        | 100  |
| <b>Female</b>       |        |        |                     |     |                                            |      |
| Permanent full-time | 1614.9 | 2300.2 | 685.3               | 42  | 53                                         | 49   |
| Permanent part-time | 492.7  | 1196.7 | 704                 | 143 | 16                                         | 25   |
| Casual full-time    | 177.1  | 231.9  | 54.8                | 31  | 6                                          | 5    |
| Casual part-time    | 772.2  | 1059   | 286.8               | 37  | 25                                         | 22   |
| TOTAL               | 3056.9 | 4787.8 | 1730.9              | 57  | 100                                        | 100  |

**Figure 3.3** High percentage growth in Job types for men and women in Australian between 1996 - 2016  
(Gilfillan, 2018)

In fact, the majority of job nature for the hospitality industry is more physical intensity and require long working hour related occupation. Therefore, the majority of hospitality worker's gender tends to males. As mentioned, the recruitment challenge is finding a Full-time employee. In the hospitality industry, it is even more challenging. Refer to (figure 3.4), the hospitality workers list the top of a casual employee share of all employees by occupation amongst any others.

| Occupation group                    | Casual share of total employees in each occupation (%) |
|-------------------------------------|--------------------------------------------------------|
| Hospitality workers                 | 79                                                     |
| Food preparation assistants         | 75                                                     |
| Labourers nfd                       | 58                                                     |
| Sales support workers               | 56                                                     |
| Sports and personal service workers | 55                                                     |
| Farm, forestry and garden workers   | 55                                                     |
| Sales assistants and salespersons   | 48                                                     |
| Other labourers                     | 48                                                     |

**Figure 3.4** Casual employee share by occupation in Australia  
(Gilfillan, 2018)

#### **4. Analysis the Problems and How to Overcame Challenges**

##### **Company A**

Recruitment is the biggest HR-related challenge that arises from expansion. According to Manger A: recruiting suitably skilled staff are based on different factors. In the initial phases of our hotel conducting international expansion, the costs of the HR area less than optimal, it happened in every other area of the company, but this problem was quickly improves at the second quarter of expansion. However, it is undoubtedly necessary to match the resources to the needs of an international expansion. Following factors shown below is demonstrated the root caused problems.

##### ***Root factor ONE – Compensation issues linked to recruitment barrier:***

Compensation can give impact on employee work behaviors and attitude to the company, this is a metric system for paying people, it will influences the employee work quality, willingness to be flexible, learning new technique and suggesting innovations toward company objective. (Bhattacharya and Sengupta, 2009). Salary expectation is always the primary factor for job seekers to determine job attractiveness. in Hong Kong. The salary benchmark decided by management at the initial phase of expansion was underestimated 20% less than the local market range, said Manager A. Therefore, a lack of competitiveness in this part of the compensation given barrier to acquiring the right talent for the right job at the right time.

HR managers A provided a solution to overcome the issues by enhancing the hotel image throughout the local candidate's recruitment experience. In the hospitality industry, to ensure applicants aware of employment opportunities, the employer must publicly project or advertise the opening and its image (Eade, 2000).

##### ***Root factor TWO – Hotel Image issues***

If the company cannot recruit a suitable people to fill the right position, the HR strategy needs to increase the contribution of making good the shortfall rather than capitalizing on the asset, and balancing the better organization performance. (Roberts, 1997). According to Manage A, promoting the hotel's cultural value to potential applicant is the most cost-effective problem solution for recruitment issues rather than increase the salary benchmark. In doing that, the hotel HR managers and some management will participate in different local recruitment activities to deliver a hotel core value to the job hunter. For instance, the hotel GM will attend recruitment days at different hotel training institution to showcase hotel's culture and value to potential future leader talent from the field.

##### ***Root factor THREE – Unidentified the right Candidate***

The turnover range was high in the first quarter of international expansion in Hong Kong. Indicated approximately 23% during the opening period, said Manager A. The problem was quickly addressed and solved by re-establishing the job profile that included not only job description but also job

competency based on individual department manager's suggestions. The department managers decide the critical competency along with hotel HR manager to ensure the potential candidate with these competencies can meet the department needs and their manager expectations. Competency models refer to a set of behaviors necessary for delivering desired results or outcomes. It provides a structure that outlines and describes actionable behaviors necessary for achieving specified outcomes instrumental to a bigger-picture organizational goal or objective (Kurz and Batram, 2002). The ideal is to create a link between a critical corporate purpose and the behaviors, skills, and traits necessary for an employee in a given job to consistently demonstrate in support of that objective (Picardi, 2019).

## Company B

Without the capability to attract the right people in overseas countries, internationally company will not successfully maintain their competitive advantages (Collings, Scullion & Morley, 2007; Scullion, 1994).

Because of the work cultural difference compared to Hong Kong. Therefore, when Hotel B expanded its operation in Australia, its management failed to hire and reach the best fit potential candidate in the initial international expansion phase. According to Manager B explanation, the hotel management did not have sufficient resources in-house to deploy well-designed strategic staffing planning that can align with local work cultural in expanded country. These root factors have been identified and solved as follow.

### ***Root factors – Identify local work cultural and use (RPO)***

In Australia, according to figure 3.4, there significant increased in employment related to service field that are tend to use more casual worker in hospitality industry. (Gilfillan, 2018).

To accommodate these cultural issues regarding recruitment efficiency. Top management decided to use the mix of Ethnocentric, Polycentric, and Geocentric approaches to reach the right balance to running expanded overseas hotel groups, said by Manager B. The polycentric approach combined with the geocentric, is the regular practice that given positive impact for the hotel expanded to overseas, helps aligned with local also global strategy for better operation (Bowie and Buttle, 2013).

In order to allow employee easily integrate with company culture, using ethnocentric approach will be the ideally approach when recruit senior or executive positions when company expanded their business internationally. (Brotherton and Wood, 2008.). After the implementation, HR leaders from the mother company can associate with a local manager to shaping better HR plan in corporate strategic that aligns with local work culture while simultaneously achieving company objectives see figure 4.1



**Figure 4.1** Alignment to employer's strategy  
(Dessler, 2011)

In order to execute the overseas recruitment more effective and adaptable to local market. Hotel B management using Recruitment Process Outsourcing (RPO) to operate some operation that under Company B brand umbrella in Sydney, said by Manager B. RPO can caused many organization to have leverage with the purview to recruit skilled employee suitable for client company (Ofori & Aryeetey, 2011).

Because the advent of RPOs, the benefit for managerial people of the hotel can rather focus more on the core business for further improvement (Bansal, 2014)

The major purpose for outsourcing process in hotel sector ideally to be reduce operation costs and strategic decisions (Aubert et al., 1996; McIvor, 2000; Kremic et al., 2006; Whelan & Carcary, 2011)

## 5. Positive and Negative Impact Toward to the Companies

After the analysis and manage the aforementioned factors, provide as follow given insight of the pro and con perspective for both companies.

### Company A:

| Positive Impacts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Negative Impacts                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>● Adapt with local culture, faster response to the market trend and opportunity.</li><li>● Local employee loyal to company well-promoted culture and value.</li><li>● Relatively attract talent with less costing, based on intangible asset (company core value) than quantitative measure (salary or benefits).</li><li>● Time efficient, clear JB with Job competence. Allow HR being efficient process owner.</li><li>● Deploy talent management effectively (embraced same value people from entrance company).</li></ul> | <ul style="list-style-type: none"><li>● Unable to quickly attract high value local talent due to lack of bargain power in terms of less compensation and benefit package compare to other competitors.</li><li>● Employee job satisfaction might be deduct, because employee expectation deviated from workplace.</li></ul> |

### Company B:

| Positive Impacts                                                                                                                                                                                                                                                                                                                                                                                       | Negative Impacts                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>● Well deploy parent company culture and value internationally through combination hiring approach.</li><li>● RPO given company cost effective and well design business model for local market. Benefit for hotel brand quickly equipped for competition.</li><li>● RPO benefit to management can focus on the core business during oversea expansion.</li></ul> | <ul style="list-style-type: none"><li>● Outsourcing might not fully implement the strategic importance of the company.</li><li>● Company brand reputation might influence by outsourcing providers performance.</li><li>● Lack of control flexibility by parent company from Hong Kong</li></ul> |

## **6. Recommendation for the HR Department**

### **Short term (6 months to 1 year)**

Suggestion given to Company A is to establish a reward system for job referral by employee. The advantage of referral method can be an effective approach for hiring talent and provide a pool of potential organizational members. (Aswathappa, 2011). However, the disadvantage of referral hiring will be promote dominance in the workplace, where the employees will not refer higher position candidate than their level in normal practice.

Suggestion given to Company B is emphasize the importance of company vision and mission to outsourcing provider from the top management to enhance hotel image toward the new outsourcing employee.

### **Mid term ( 1- 2 years )**

For company A. Establish talent program with aggressive reward package internally will be suggested to provide equal opportunity for in-house employee. Obtained the top talent potentially means more profit. Choudhury (2012) stated, “The best fit person will make contributions to the company productivity and profitability that go beyond salary cost”. The program can arise employee motivation and loyalty to better performance that will elevate employee job satisfaction as the objective, also retain potential leader. And the company intend to be such a dynamic and forward thinking organization will be one of the attractive criteria for job hunter through the advertisement for local talent or graduate. The downside of this will be increased the staff internal competition.

For company B. while the core business are being stable and fully launch to foreign country in Aust, suggestion given the HR leader to review the RPO performance being impacted to company development, whether or not, the cost of management will be increase if company B intend to obtain more flexibility or retain the service supply from RPO that align with the company expansion strategic for long term.

### **Long term ( 3 -4 years)**

For company A. Suggestion given company A to upgrade the talent program to international level. Enhance the program more comprehensive and attractive in different level of stage. Seeking potential talent with higher capability within the market to join the organization by utilize company internationally asset. Nevertheless, the HR leader need to make some modification of the program to ensure these talents willingly to remind serve the organization after development investment have spent for individual.

Otherwise, the turnover of these employee or candidate might relatively high compare to others.

For company B. Suggestion given management to review the mix combination approach for further international expansion. Expatriates can send to another location to good use of their experience to further expand company operation in globe level. HR leader should review the combination approach are remind the best solution to ensure the company can competitive to achieve the objective in the most effective way and benefit to all the stakeholder for a long term.

## **7. Conclusion**

In order to recruit the best people in most effective way, it is essential for the company to aware the requirement to develop a best fit recruitment process (Münstermann et al., 2010). Some studies and research result shows that there is significant positive impact and important correlation during selection and recruitment and the organization performance (Gamage, 2014).

Some study by Syed and Jamal (2012) also stated that implementation of an effective hiring activity and process of selection has a direct impact relation towards organizational performance.

In review of all the challenges for both company A and B, both HR leader handling the expansion issues in very carefully approach in managing recruitment activities, either work cultural or company culture, especially in running oversee operation for expansion. Therefore, when both company A and B taking different cultural values into consideration, their company can able to have an advantage over challenges when building up the most important resources for oversee operation. The peoples.

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## 9. Appendix

### Questions prepared for the interview for both company A and B

#### Introduction

I am a student studying Master of Business Administration at the University of Wales Trinity Saint David. This research is conducted to study how the international expansion has led the Ovolo Hotel group to HR management challenges and the local HR team upgrades into an international HRM. Your identity will remain anonymous, and our conversation during this in-depth interview will be kept confidential. All the data information collected MUST only be used for this research project if you do not have further questions. We will begin the interview.

#### Background Information

- Type of Company Registration ( Local Hong Kong brand / Non – Hong Kong brand )
- Type of Company Business industry
- HR Functional area ( Staff Recruitment / Compensation and Benefit )
- Position Held ( Assistant HR Manager / HR Manager / Executive Management )
- Working experience in this position ( 1- 3 years / 4 – 6 years / more than 7 years )

#### Opening Question

1. Which are the HR issues had the most complicated problem during the international expansion?
2. What is the root caused problem, and how did you address it?
3. What is the positive and negative impact influenced your company?
4. What do you think about the influence of compensation and benefit on your company's image when conducting international expansion?

#### Key Questions

1. How did you handle cultural differences in staff recruitment?
2. How did you attract talent in the host country?
3. What is the alignment of compensation and benefit for all employees in both local and international?

#### Closing Questions

1. What are the improvement areas?
2. Do you think the compensation and benefit sufficient positive impact on staff recruitment for international expansion?

