Strategic Human Resource Management in the Hospitality and Culinary Industry: An In-Depth Exploration

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Research Background

The food and beverage (F&B) industry in Hong Kong is highly significant, but it is currently facing substantial challenges due to a labor shortage. This decline in the labor market can be attributed to various factors, including changes in immigration patterns and the lasting impact of the COVID-19 pandemic. Consequently, Human Resources Management (HRM) within the F&B industry is encountering difficulties in recruiting and engaging staff effectively, further exacerbating the labor shortage issue.

Objectives

1. To investigate the impact of factors such as long working hours and low salaries on employee motivation in the F&B industry. The objective is to understand how these factors influence employees' motivation to work in this industry.

2. To identify the factors that contribute to the labor shortage in the F&B industry. The goal is to uncover the underlying causes that result in a scarcity of workers.

3. To propose practical solutions for Human Resources Management (HRM) and employers to enhance employee motivation in the F&B industry. The aim is to improve employment motivation, address the long-term labor shortage, and increase the industry's employment rate.

Methodology

This study gathered quantitative data from 215 participants and analyzed it using Excel and SPSS software. The questionnaire design focused on capturing information related to the participant's personal life, work-related fatigue and exhaustion, as well as levels of stress experienced due to extended working hours. The analysis aimed to identify any significant relationships and patterns between these factors.
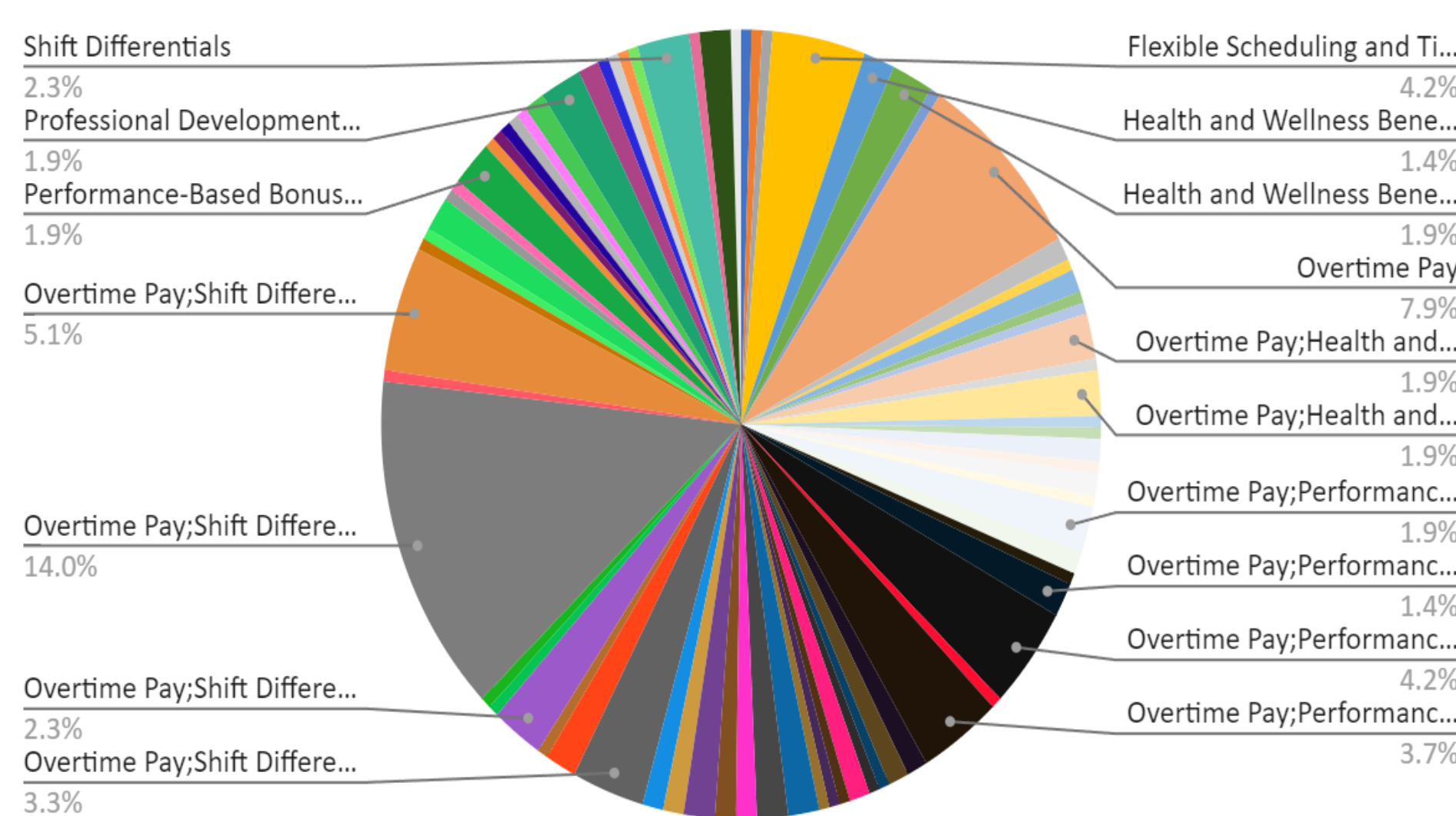

Count of 8. What is the most reason that long working h... linked to labor shortages in the industry?
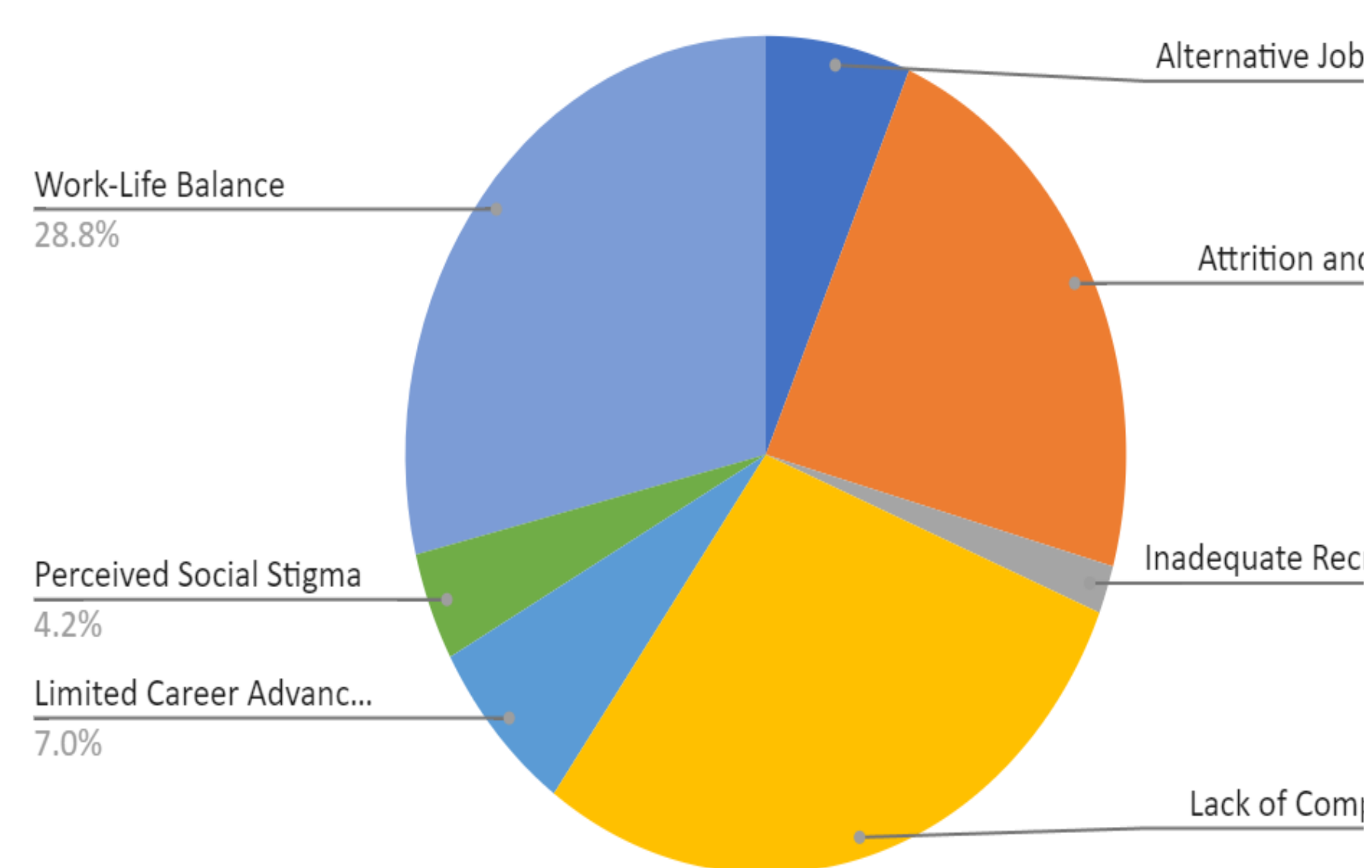
Count of 9. What is the most presence of low salary levels contribute to the labor shortage in the Food and Beverage (F&B) industry?
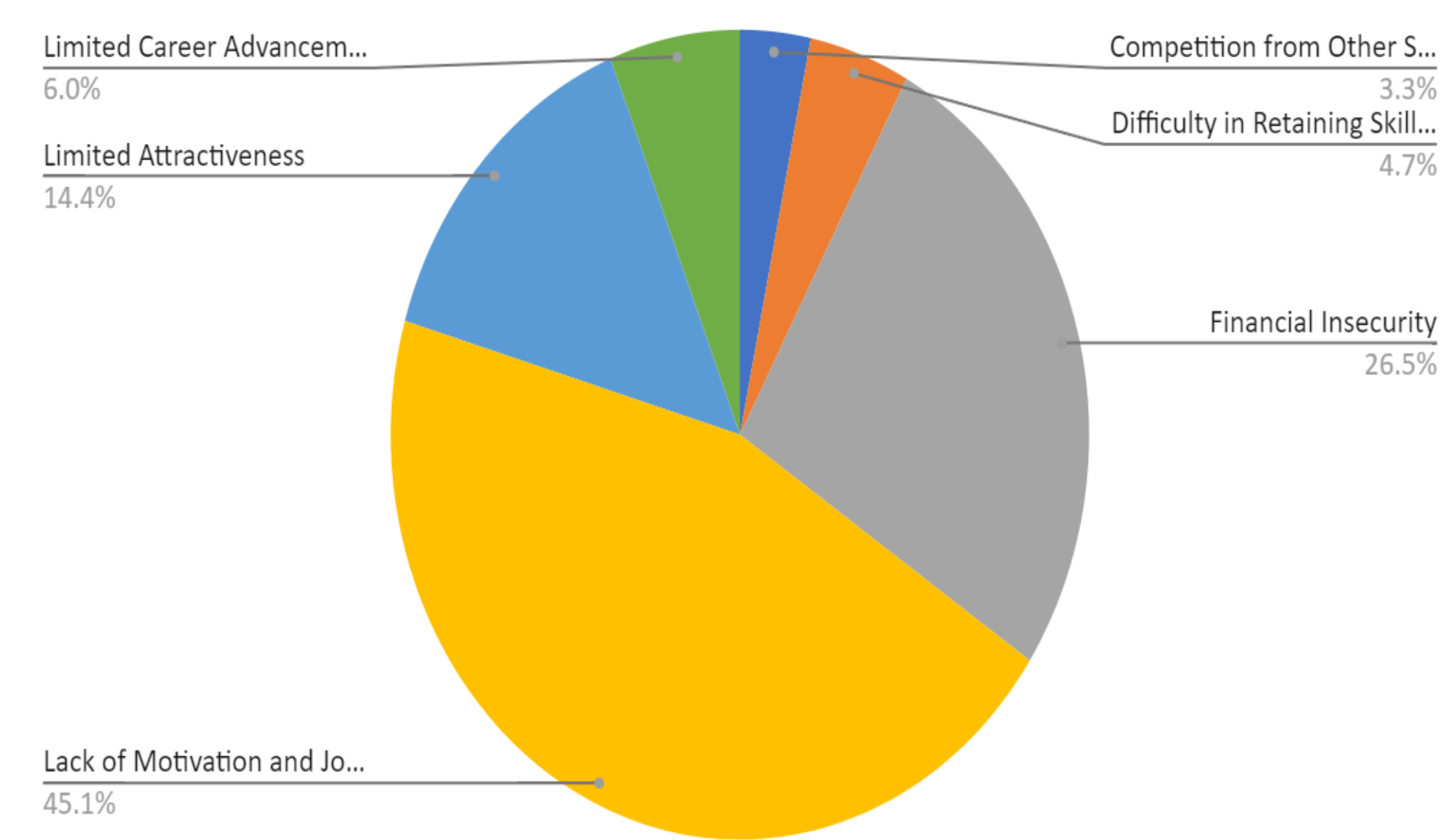
Count of 4. What types of incentives or rewards do you anticipate most as compensation for the extensive work hours inherent in the deman...

Count of 5. In terms of compensation for overtime work, which factor carries greater significance to you?
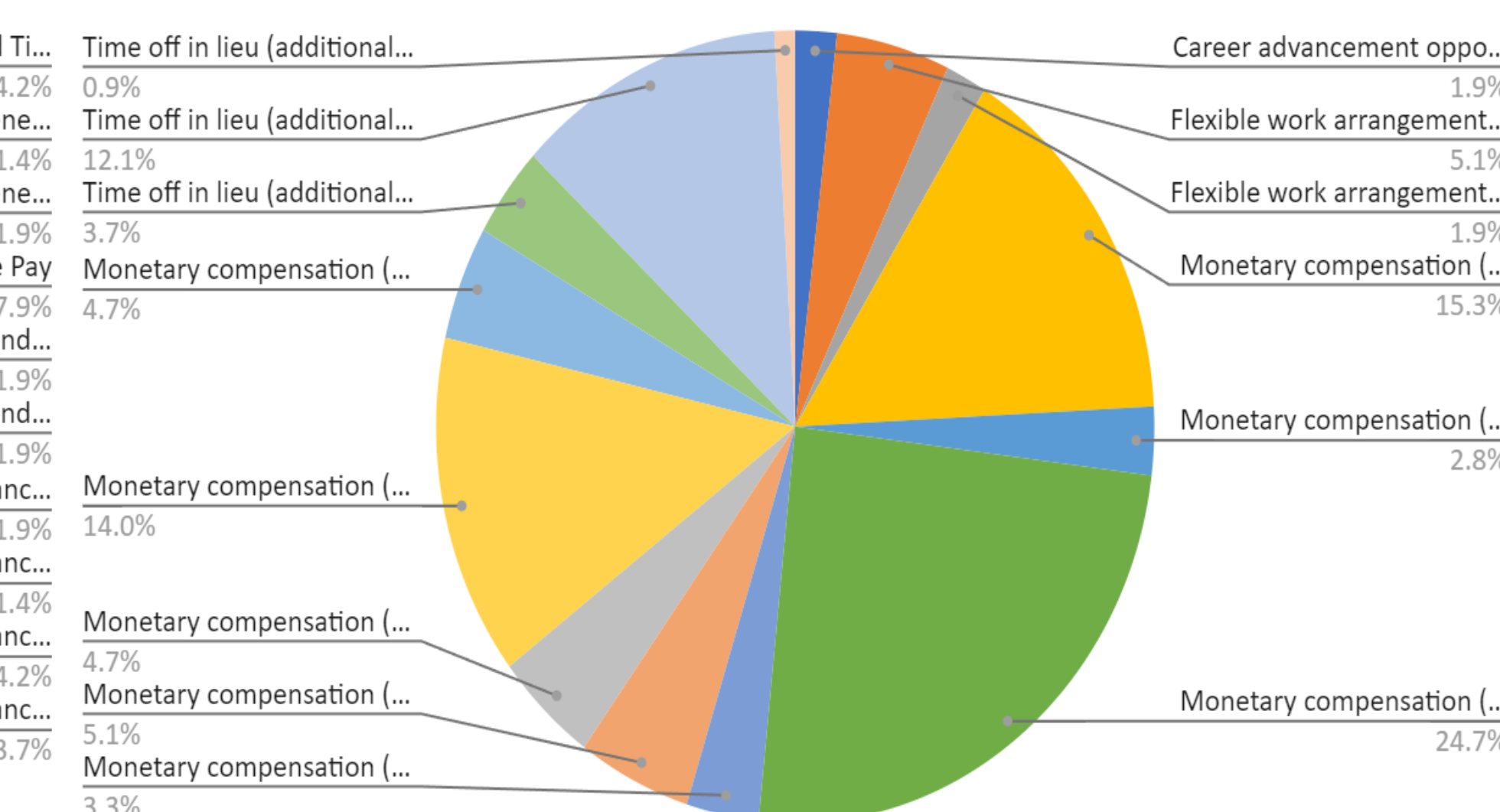
Results

Most affected by Long Working Hours
- The results show that long working hours impact personal life the most, causing fatigue, exhaustion, and increased stress. It also disrupts sleep, leading to physical strain and musculoskeletal problems, and affects relationships due to poor nutrition from irregular meals.

Factors affecting employee motivation
- Key factors affecting employee motivation are lack of compensation and job satisfaction.

Common incentives as compensation for Overtime (OT) Work
- The most common incentives as compensation for overtime (OT) work include overtime pay, shift differentials, performance-based bonuses, profit-sharing or revenue-sharing, and flexible scheduling or time off.

Desirable Factors
- Monetary compensation (higher pay rate or overtime pay);
- Flexible work arrangements (ability to adjust working hours or telecommute).

Findings

The findings from this study can assist employers in understanding the root causes of labor shortages in the F&B industry, enabling HRM professionals to develop effective solutions to enhance employee motivation.