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A Profile of executives from hotel management companies

Dohee Kang

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A PROFILE OF EXECUTIVES
FROM
HOTEL MANAGEMENT COMPANIES

by

DOHEE KANG

A project submitted to the
Faculty of the School of Food, Hotel and Tourism Management
at
Rochester Institute of Technology
in partial fulfillment of the requirements
for the degree
of
Master of Science

January 1995
FORM K

ROCHESTER INSTITUTE OF TECHNOLOGY
School of Food, Hotel and Travel Management
Department of Graduate Studies

M.S. Hospitality-Tourism Management

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ABSTRACT

This project is focused to identify desirable characteristics of hotel executives from hotel management companies. Research is conducted by studying articles in industry periodicals, journals and those involving business management.

A questionnaire to 13 hotel management companies is used to obtain objective data as a practical source for this study. The study identified desirable personal and professional characteristics of hotel executives and other related information from the analysis of responses.

The findings of this study are the most part accordance with previous studies and with widely held beliefs in the industry. These may be used for reliable criteria in selecting and evaluating hotel executives by hiring parties as well as provide a guide for future executives to develop themselves to be a desirable hotel executive.

Several recommendations for further study are suggested in relation to the topic of this project.
ACKNOWLEDGMENTS

Many thanks goes to my committee, Dr. Richard Marecki at RIT and Dr. Edward Kelly at Boston University, especially, Dr. Kelly's kind guidance throughout the entire process of this study.

I would also like to thank to the faculty and classmates of Food, Hotel and Travel Management at RIT for their help and encouragement and J. Hong for his assistance in computer works.

Most importantly, I would like to present my appreciation to my parents' care, understanding, belief and support for me and my respect to their patience, wisdom, courage and achievements for past few challenging and demanding years that my family had to be faced and overcome.

I dedicate this project to my parents, who made me possible to complete this work with my deepest thanks and love.
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CHAPTER I

INTRODUCTION

Introduction

Under the hotel management contract, hotel management companies have been expanded their networks and market shares for the past 20 years by not having responsibility for funding any operating losses. The financial burden under this agreement is placed entirely on the owner; however, owner enjoys the benefits of a successful property as a result of acquisition of operational expertise and immediate name recognition as well as other benefits.

"Management contract" describes the basic relationship between the owner and the operator. A typical management contract includes "Operator to hire executive staff" and "Operator to maximize profits" clauses; according to the contract, then, an operator is responsible for recruiting and replacement of key personnel as well as achieving maximization of profits to establish and maintain a favorable reputation for the hotel.

As in any other industry, the maximization of profits of a company depends on the performance of managers. Thus, a hotel management company needs to search and find the best possible person for itself and the owner. Moreover, as the number of management companies increase and more owners prefer management contracts, the competition among management companies also increases. The
recent trends in management contracts show increases in "Owner input in operational decision-making " which includes personnel (J.J. Eyster, 1993). Further, typical management contracts describe that owner's prior written approval on the selection of general manager is typical(Rushmore, 1992).

As a result, hotel management companies need to select the right people in the right place according to a property's type, size, climate as well as to satisfy its owner at the same time. Hotel management companies also need to develop and use selection techniques for managers of contracted properties that are valid and reliable predictors of effective managerial performance (Worsfold, 1989) to survive in a highly competitive hotel investment market.

Based upon questionnaires to chain operators and individual operators in the United States, this study will draw a profile of a desirable qualifications of contract hotel management executives. This profile will give decision-makers more viable selection criteria on selection of executives and allow them to develop and evaluate managers more effectively as a result.

**Problem Statement**

In spite of differences among management companies such as size, type and company ethos, this study focused on the homogeneities in the category of the hotel business and the type of person who occupies the position of executive.
Then, what characteristics are required to be a hotel executive? What standards do the management companies use to evaluate their managers? What traits and backgrounds are preferred to owners?

**Background**

It is obvious that the hotel industry depends heavily on its human resources. Even though there are many studies on topics such as empowerment, there is not much research on charting the performance of hotel contract management executives in their human resource development role.

There is research on the effective manager by Peter F. Drucker (1966) and John P. Kotter (1982). Henry Minzberg (1975) identified three key managerial role: the interpersonal role, the informational role and the decisional role. Kenneth Blanchard and Spencer Johnson (1982) described what should managers be in *The One Minute Manager*. Richard Boyatziz (1982) categorized five competency clusters of effective manager in *The Competent Manager: A Model for Effective Performance*.

Research specific to hotel managers is given in a number of studies. Mario J. Arnaldo (1981) on a profile of hotel general manager that used H. Minzberg's managerial role definition. Mikael Swanljung (1981), James R. Pickworth (1981) and Phillip Worsfold (1989) described hotel executives' personal and professional traits, a profile of hotel personnel manager and a personal profile of the hotel manager. In the perspective of hotel management company as a hiring party, H.
Bruce Dingman (1993) and Kenneth R. Greger (1993) carried out research on the field of executive search.

But what is now required for hotel management companies is to have reliable reference in the selection and evaluation of executives when we consider the expanded hotel investment market. This study attempts to provide a precise profile of hotel executives for use in the selection and evaluation of executive search process.

**Purpose**

The purpose of this study is to identify those characteristics of effective executives from hotel management companies for the purpose of drawing a profile which may be of considerable assistance in the selection and evaluation of future hotel management company executives.

**Significance**

As the number of management company increases and more owners prefer hotel management contracts, the competition among management companies also highly increases. Because each management company is of a different size with various capabilities nevertheless what is needed for the companies is to have a practical reference in selecting their executives.
This study may provide a profile of common characteristics of hotel executives and it will contribute to hotel management companies as a hiring party in selecting and evaluating hotel executives.

**Hypothesis**

A reasonable expectation of this study is to identify hotel executives' important characteristics, especially, education, length of field experience, personal traits, professional characteristics, preferences of operators and owners of these of executives and etc. Further, a profile of desirable hotel executive characteristics may be drawn. That will provide valuable assistance in hiring, developing and evaluating hotel management company executives.

**Definitions of Terms**

MANAGEMENT CONTRACT: a management contract is essentially an agreement between a hotel management company (operator) and a hotel property owner whereby the management company takes on the responsibility of managing the hotel and its facilities. The owner, while assuming a passive position with respect to operating decisions, assumes responsibility for all working capital, operating expenses and debt service. The management company is paid a fee for its service and the owner receives the residual net income after all expenses (Rushmore, 1992).
MANAGEMENT COMPANY: the management companies that enter into management contracts with hotel owners are generally classified as either first- or second-tier.

FIRST TIER: companies operate lodging facilities for third parties under management contracts and provide day-to-day operational supervision and property management as well national or regional customer recognition through their trade names. Hilton, Hyatt, Marriott, Sheraton and Westin are examples of first-tier management companies.

SECOND TIER: companies also operate lodging facilities for third parties and provide day-to-day supervision and management. They do not, however, provide any customer recognition through their corporate name, but make use of franchise affiliations to generate customer identification. Examples of second-tier management companies are Interstate Hotels, Boykin Management, Southern Host, Brock Hotels, and Hospitality Equity Investors (Rushmore, 1992).

EXECUTIVE: employee in a top level management position; person who has major decision-making authority in an organization. In this study, this term will describe general manager, director of sales, head housekeeper and other department heads (Rushmore, 1992).

PROFILE: a representation of hotel executives in outline.
CHARACTERISTIC: special or identifying qualities or traits; the typical nature of the qualities mentioned but is likely also to indicate that they distinguish the item described; distinguishing or identifying qualities.

Assumptions

Ideological
The analysis of the questionnaires from the hotel management companies was utilized to draw a profile. Possible bias against the questionnaire was recognized and guarded against by utilizing an established statistical program. The questionnaire provided objective data as a basis for this study.

Procedural
It is assumed that hotel management companies determine their executives' qualifications by employing additional criteria distinct from the size, location, level and type of hotel. It is also assumed that owners will be concerned in the executives' qualities and have some extent of influence on hiring them.

Scope and Limitations

Given the diversity of the hotel management companies at the present time, it can be inferred that the profile drawn from survey may be applied to the entire hospitality industry. Hence, this study is attempting to find most common characteristics from its diversity and then identify important characteristics of preferable executives for both owners and hotel management companies.
This study is limited to the number of survey participants. The scope of this study is to obtain a desirable characteristics as to what the favorable executives might be.

**Long Range Consequences**

Should the findings of this study be in accordance with the hypothesis, the identified profile may provide useful data in selecting, developing and evaluating executives' qualifications in hospitality industry.

Should the results be contrary to the hypothesis, additional research and studies should be examined.

Should the results be more or less equivocal, then individualized company level studies should be conducted to identify the appropriate qualifications of executives for the property.
CHAPTER II

REVIEW OF THE LITERATURE

Introduction

Industry periodicals, journals, those involving business management and texts were reviewed for this study. Minzberg's *The Nature of Managerial Work* (1973) was a primary source for studying and judging hotel executives' managerial activities in terms of investigating their characteristics and effectiveness.

Several studies on general managerial work as well as those in hospitality industry were reviewed. They include Minzbergian studies on managerial activities and managers' profile and career within hospitality industry. Some studies concerning manager's personal profile and traits were also reviewed focusing on the personality of hotel executives.

Minzberg's Ten Managerial Roles

Many researchers attempted to find out what is the manager's job. Studies prior to Minzberg were "... primarily concerned with the time and contact patterns of managers and similarities and differences in the way in which their job was conducted" (Dann 1990).
The major factor which set Minzberg's work apart from the previous studies was his work was concerned with "What managers actually do in terms of role". He approached the study of managerial work by observing managers at work to find actual managerial activities. He then concluded that managers do not conform to the classical view of managerial functions - planning, organizing, co-ordinating and controlling" (Shortt, 1989).

He derived ten managerial roles from his observation on the work of five chief executives. Those were categorized into three clusters: interpersonal role, informational role and decisional role. From the evidence of observation, he contended that these ten roles are common to the work of all managers: each [manager] must manage an organization within a complex environment. To do so, the incumbent manager must perform a set of managerial roles and the requirements of those roles lead to certain common work characteristics (Minzberg, 1973.)

Hence, those ten roles are described individually but they cannot be isolated: all make a contribution to an integrated set of managerial work activities. From Minzberg's conclusions, this study postulates the following in using the ten roles to judge hotel executives' managerial characteristics, despite each executives' and hotel management companies' individuality on their size, type, location and ethos:

Managers' jobs are remarkably alike

The differences that do exist in managers' work can be described largely in terms of common roles and characteristics such as muted or highlighted characteristics and special attention to certain roles
Every manager has his share of regular, ordinary duties to perform

However, Dann's (1990) findings from seven major studies on managerial work within hospitality industry (of the seven studies, three used framework of Minzberg) show direct relation to the above conclusions with this particular industry. He found that "the studies do show that there are some uniform factors in terms of the characteristics which the work takes [even though] ... the industry should be considered as a number of distinctly different sectors and markets" (Dann, 1990).

Minzberg's ten managerial roles and its description are shown in Table 1.
Table 1. Minzberg's Ten Managerial Roles and Descriptions

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTERPERSONAL</td>
<td></td>
</tr>
<tr>
<td>Figurehead</td>
<td>Symbolic head; obliged to perform a number of routine duties of a legal or social nature</td>
</tr>
<tr>
<td>Leader</td>
<td>Responsible for the motivation and activation of subordinates; responsible for staffing, training and associated duties</td>
</tr>
<tr>
<td>Liaison</td>
<td>Maintains self-developed network of outside contacts and informers who provide favors and information</td>
</tr>
<tr>
<td>INFORMATIONAL</td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Seeks and receives wide variety of special information to develop through understanding of organization and environment; emerges as nerve center of internal and external information of the organization</td>
</tr>
<tr>
<td>Disseminator</td>
<td>Transmits information received from outsiders or from other subordinates to members of the organization; some information factual, some involving interpretation and integration of diverse value positions of organizational influences</td>
</tr>
<tr>
<td>Spokesman</td>
<td>Transmits information to outsiders on organization's plans, policies, actions, results, etc.; serves as expert on organization's industry</td>
</tr>
<tr>
<td>DECISIONAL</td>
<td></td>
</tr>
<tr>
<td>Entrepreneur</td>
<td>Searches organization and its environment for opportunities and initiates &quot;improvement projects&quot; to bring about change; supervises design of certain projects as well</td>
</tr>
<tr>
<td>Disturbance Handler</td>
<td>Responsible for corrective action of organization faces important, unexpected disturbances</td>
</tr>
<tr>
<td>Resource Allocator</td>
<td>Responsible for the allocation of organizational resources of all kinds-in effect the making or approval of all significant organizational decisions</td>
</tr>
<tr>
<td>Negotiator</td>
<td>Responsible for representing the organization at major negotiations</td>
</tr>
</tbody>
</table>
Minzberian Review

Several studies were done in relation with the Minzberg's work to describe managerial activities within the hospitality industry. Ley(1978) examined the relationship between leadership and entrepreneurial activities which are from the Minzberg's ten roles. He measured seven general managers' effectiveness of US hotel chain based upon their allocating time into those ten roles.

He concluded that entrepreneurial activities were allocated much more time by highly effective manager than the leader role; according to his observations, one of the highly effective managers who was surveyed, spent 17.1% of his time on the entrepreneur role; however, he spent only 2.6% of time into the leader role.

Despite what Ley anticipated about the activities of hotel managers, he found that highly effective managers do more entrepreneurial activities such as expanding the hotel's potential, improving the establishment, than in the leadership role and suggesting ideas for future improvements to top management.

One particular point of Ley's study is, unlike other studies in that he examined a manager's effectiveness by asking for a corporate office rating of each manager's effectiveness. It was interesting to find that corporate office also rated managers who spent much more time on entrepreneurial role as highly effective.

Arnaldo (1981) analyzed general managers' allocation of time and importance to ten Minzberg's managerial roles based upon questionnaires he sent to 194 general
managers of large hotel chains in the U.S. His conclusion was that "... a number of managerial roles- leader, monitor, disseminator and entrepreneur that GMs judged to be very important and that absorbed large amounts of their time. This information might be applied in the development of training programs emphasizing these crucial functions" (Arnaldo, 1981).

The study identified that the leader role was rated highest (71.7%) in both their allocation of time and importance(86.1%). Monitor, disseminator and entrepreneur were rated higher than other roles in both time and importance. The spokesman role consumed less time(9.3%) and was seen as being less important(9.3%). Among the three clusters- interpersonal, informational and decisional, decisional roles absorbed roughly equal amounts of time with the exception of the negotiator by the general managers. The entrepreneurial role was assessed to be the most important of these roles, however, the result showed a significant discrepancy between the amount of time (35.6%) consumed by this role and the degree of importance (55.2%) it was judged to have.

Shortt (1989) built upon Minzberg's work by using his framework to explore the work of hotel managers in Northern Island. 62 managers of all properties in Northern Island classified as inns with accommodation were asked to report the importance of each managerial activity to the performance of their job. The leader, monitor, entrepreneur, disturbance handler and resource allocator received higher ratings of importance to managerial effectiveness. It was interesting to find that the role of disturbance handler was rated the most essential and entrepreneur was the second to managerial effectiveness by the managers in this study.
Shortt suggested that "...the two roles which were rated most highly deal with change. As entrepreneurs, managers seek to initiate controlled change in the organization; as disturbance handlers they deal with '...involuntary situations and change which is partially beyond the managers' control' (Minzberg, 1973). Implicit in these roles is some form of managerial action. Two types of action may be hypothesized- action aimed at persistence and action aimed at change" (Shortt, 1989).

The figurehead, disseminator and negotiator roles received low ratings of importance to managerial effectiveness in his study. Regarding these roles he assumed those activities which contribute to the other roles and they were possibly unimportant for perceived managerial effectiveness in some hospitality units such as general managers in larger hospitality units.

He also discussed the relationship between perceived effectiveness and the entrepreneurial role which was found by Ley(1980) and Arnaldo (1981) as an important factor contributing to managerial effectiveness: "This would appear to support a hypothesis that, as organizational size increases, there is a concomitant increase in the opportunity to improve the performance of the unit by adapting to changing environmental conditions. ... This was the negative correlation between organization size and the perceived uncertainty of the external environment. A postulated relationship between these two findings could be that managers in smaller organizations are less likely to find opportunities for entrepreneurial activities, due to dealing with uncertainty in the external environment" (Shortt, 1989).
Nebel III & Ghei (1993) carried out research on the hotel general manager's work and how job demands and relationship issues affect the nature of their jobs. They found that these two elements -job demands and relationship issues- differ according to time frame which was divided into short run, intermediate run and long run and they gave rise to specific job functions and suggest various managerial work roles that need to be performed in each job function. They combined Minzberg's managerial roles with the specific job functions according to the three different time frame to provide a clearer understanding of the GM's job (Table 2).

They concluded that "To be effective at all three job functions requires that GMs perform numerous managerial work roles, while they perform all ten of managerial work roles, they must be particularly effective at seven of them to be successful. They must develop skills necessary to play the work roles of leader, liaison, monitor, disseminator, disturbance handler, entrepreneur and resource allocator" (Nebel III & Ghei).

Previous studies commonly show the entrepreneurial role as a main qualification to be an effective manager. The leader role is also considered as an important factor. Disturbance handler, monitor, disseminator, resource allocator were rated higher than other managerial roles for hotel managers.
Table 2. Combining Managerial Work Roles and Job Functions in Defining the GM's Job

<table>
<thead>
<tr>
<th>Time Horizon</th>
<th>GM Job Function</th>
<th>GM Managerial Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short Run</td>
<td>Operational Controller</td>
<td>- Monitor &amp; Disseminator (of internal information)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Disturbance Handler</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Resource Allocator (of own time)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leader</td>
</tr>
<tr>
<td>Intermediate Run</td>
<td>Organizational Developer</td>
<td>Liaison</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitor &amp; Disseminator (of both external &amp; internal information)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Entrepreneur</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Resource Allocator (of own time, programs &amp; funds)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leader</td>
</tr>
<tr>
<td>Long Run</td>
<td>Business Maintainer</td>
<td>Liaison</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitor &amp; Disseminator (of external &amp; internal information)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Resource Allocator (of programs &amp; funds)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Entrepreneur</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leader</td>
</tr>
</tbody>
</table>
Managerial Review

Three previous studies have reviewed in relation with managers' profile and career within the hospitality industry. Y. Guerrier (1987) defined characteristics of the hotel industry as "...industry and occupational norms [that] are a major determinant of career paths" (Guerrier, 1987.) She also stated that there is a need of research which can represent this particular industry and looked at the effect of the careers of managers within the hotel industry in Britain on the culture of organizations within that industry.

She assumed "...managers' career paths as a major influence upon organization culture. It seems self-evident that the backgrounds and previous experience of managers will affect their attitudes towards work, their goals and the types of decisions they will make" (Y. Guerrier, 1987).

She selected three different hotels in types of they operate and histories in Britain and analyzed of change reports in the hotel and catering industry's trade journal "Caterer and Hotel keeper" between the dates January 1980 and March 1985 for the research.

She categorized hotel managers' career into three sets of stage: training stage, assistant manager stage and GM stage. In the training stage, they take some form of course work in hotel and catering, either a degree or diploma and gain experience in the different hotel functions, even abroad.
In the assistant manager stage, they usually have general responsibilities in the smaller or less professional hotels; however, in larger hotels they are usually responsible in reception and rooms and food and beverage, or in some hotels, personnel and training or banqueting. During this stage, they frequently move between hotels for a variety of experiences in both different hotel functions and in different types of hotel.

In the GM stage, they move quite frequently to larger and more prestigious companies. This can be explained that "... a hotel manager's status is clearly linked to the prestigious of the hotel he is managing and indeed in all three companies his pay was based on the size of hotel". The average age of the interviewed GMs when they gained first post as GM was 30 and none of them had stayed more than four years in his first post as GM. Because of their frequent job changes, they are relocated often and this was accepted as part of the job.

However, family and lifestyles are major barriers their mobility, especially the education and wishes of their teenage children and spouses' interests and jobs. In this stage, their long-term futures are assumed in one of three directions: progressing to the head office as a regional or district manager which is the conventional career progression, remaining a hotel manager until the end of one's career. Or investing and running one's own hotel or restaurant.
She identified culture as being an influence on hotel manager's career by classifying it in two types - traditional and modern manager. The traditional hotel manager holds an European attitude towards hotel management: he is strongly anchored in the occupation and the industry. He usually has long apprenticeship in all the basic hotel operations, particularly food and beverage. He tends to consider the quality of the operation more important than its profitability, and hotel unit rather than the organization as a whole.

The modern hotel manager holds the American attitude: he tends to be more anchored in the organization than in the occupation and he is relatively well qualified and particularly trained as a manager. His career goal would be a head office manager with multi-unit responsibility and he attempts to keep his work separate from his private life. He considers a hotel as a business, and values profitability more than quality of service.

In a random sample interview of thirty owners and managers of one star hotels in Paris, Seymour (1985) found many similar characteristics. The findings generally were nearly opposite of what most would anticipate - that Parisian managers and owners would be unique.

She sought interviewees' previous occupational experience, attitude towards education and training, their general social and political views and other characteristics to draw an occupational profile. She found the similarities in attitudes and experience with each others allowed an occupational profile to be drawn.
However, Seymour's sample represented 22 owners and 8 managers and over 50% of the sample made their decision to enter the industry without much forethought as they had a near relative already in the hotel business before they decided to enter it themselves. Therefore, her sample already had pretty similar background in terms of motivation and career that made the sample as a homogeneous group having owners' attitudes. This might be an influence on their attitudes about operating the hotel in the owner's perspective rather than manager's as well as cause significant differences in managerial activities and roles.

Hence, it was interesting to find that more than two-thirds of the respondents replied "meeting people" as a primary source of satisfaction and the biggest attraction of their work. In the personality perspective, it would seem to support the notion that people who enter the hospitality industry are sociable people, who choose this work because of the opportunities it gives them to meet a range of people.

Pickworth's (1981) study, "A Profile of the Hotel Personnel Manager," was reviewed for its methodology, structure of profile, data analysis and its descriptive style rather than the findings on the personnel manager's attitudes. His work provides a better description among the reviewed studies in terms of classification of analyzed data. He categorized and tabulated the data into the demographic feature of the sample, personal characteristics, personnel manager's activities, their satisfaction with specific activities and comparisons of male and female managers.
This gave a basic frame to this present study in developing of the profile and questionnaire which was broken down into professional characteristics, personal traits and supplemental demographic information.

**Personality Review**

A limited amount of research was done on the manager's personality perspective despite the fact that "increasingly hospitality companies are directing attention towards the use of assessment centres and personality inventories in the selection process" (Worsfold, 1989). Worsfold's study, "A Personality Profile of the Hotel Manager," (1989) is concerned with personality characteristics of effective hotel managers and the management selection requirements in terms of the responsibilities held in hotel and catering industry.

He employed semi-structured interview of 31 successful general managers in a major UK hotel group on management style and personal characteristics. Successful managers were enthusiastic, sociable, communicative, had perseverance, a venturesome outlook and worked well in a team. Extroversion, leadership and independence were rated high by both male and female managers. It was interesting to find that female managers had higher scores for independence and assertiveness than did male managers and low scores for anxiety and neuroticism.

From the interview, he categorized five characteristics which were identified most frequently by hotel managers as Table 3 shows.
Table 3. Most Frequently Identified Characteristics by Hotel General Managers

<table>
<thead>
<tr>
<th>CHARACTERISTICS</th>
<th>DESCRIPTION</th>
<th># of Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>People Skill</td>
<td>Understanding people, leadership skills, ability to motivate, caring for people, interest in people, ability to communicate</td>
<td>19</td>
</tr>
<tr>
<td>Resilience (Mental &amp; Physical)</td>
<td>Courage, stamina, energy, the need to be thick skinned, have good health</td>
<td>10</td>
</tr>
<tr>
<td>Motivation</td>
<td>Dedication, drive, self-motivation, need to succeed</td>
<td>8</td>
</tr>
<tr>
<td>Personality Characteristics</td>
<td>personality, style, flair, extroversion, tolerance, aggression, willingness to take risks, need to be stable</td>
<td>7</td>
</tr>
<tr>
<td>Intelligence</td>
<td>intelligence, common sense, necessity of a good memory</td>
<td>6</td>
</tr>
</tbody>
</table>

He also found that mental and physical resilience a required characteristic of hotel managers because of the strenuous and potentially stressful situation which are distinct features of the hospitality industry: long hours of work, unpredictable nature of commitment, emphasis on mobility and work with people.

Those were also mentioned in Seymour (1985) and Guerrier's (1987) studies. Seymour noted that hotel managers are sociable people and dissatisfied with being tied to the hotel, of always being 'on duty' and of having very little 'free choice'

The distinctiveness of this industry was pointed out by many researchers, particularly, they were concerned with its significant influences on hotel managers' managerial activities and requirement of unique personal traits to work in the industry.

Shaner (1978) hypothesized that the hospitality industry requires unique demands from managers so that the personal values of hospitality managers might differ from those of other individuals in other industries. He developed a profile of hotel managers' values in comparison to those of a national sample and found a set of personal values characteristic of the hospitality managers surveyed were different from those of a national sample. He then investigated what certain personal values characteristic are required by hotel managers.

94 management and supervisory personnel were asked to rank 18 values in each group in order of their importance by using "Rokeach Value Survey". These groups are: terminal values - the goals that a person strives to attain; and instrumental values - modes of behavior used in striving toward those goals. The results are shown as Table 4 and Table 5.
<table>
<thead>
<tr>
<th>TERMINAL VALUE</th>
<th>RANKED SIGNIFICANTLY*</th>
<th>HOSPITALITY RANKING **</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Sense of Accomplishment (lasting contribution)</td>
<td>Higher</td>
<td>1</td>
</tr>
<tr>
<td>Self-Respect (self-esteem)</td>
<td>Higher</td>
<td>3</td>
</tr>
<tr>
<td>Wisdom (a mature understanding of life)</td>
<td>Higher</td>
<td>4</td>
</tr>
<tr>
<td>Happiness (contentedness)</td>
<td>Higher</td>
<td>5</td>
</tr>
<tr>
<td>Inner Harmony (freedom from inner conflict)</td>
<td>Higher</td>
<td>7</td>
</tr>
<tr>
<td>A Comfortable Life (a prosperous life)</td>
<td>Higher</td>
<td>8</td>
</tr>
<tr>
<td>Mature Love (sexual and spiritual intimacy)</td>
<td>Higher</td>
<td>9</td>
</tr>
<tr>
<td>An Exiting Life (a stimulating, active life)</td>
<td>Higher</td>
<td>10</td>
</tr>
<tr>
<td>Social Recognition (respect, admiration)</td>
<td>Higher</td>
<td>14</td>
</tr>
<tr>
<td>Pleasure (an enjoyable, leisurely life)</td>
<td>Higher</td>
<td>15</td>
</tr>
<tr>
<td>Freedom (independence, free choice)</td>
<td>Lower</td>
<td>6</td>
</tr>
<tr>
<td>Equality (brotherhood, equal opportunity for all)</td>
<td>Lower</td>
<td>12</td>
</tr>
<tr>
<td>A World at Peace (free of war and conflict)</td>
<td>Lower</td>
<td>13</td>
</tr>
<tr>
<td>A World at Beauty (beauty of nature and the arts)</td>
<td>Lower</td>
<td>16</td>
</tr>
<tr>
<td>Salvation (saved, eternal life)</td>
<td>Lower</td>
<td>17</td>
</tr>
<tr>
<td>National Security (protection from attack)</td>
<td>Lower</td>
<td>18</td>
</tr>
<tr>
<td>Family Security (taking care of loved ones)</td>
<td>Similar</td>
<td>2</td>
</tr>
<tr>
<td>True Friendship (close companionship)</td>
<td>Similar</td>
<td>11</td>
</tr>
</tbody>
</table>
Table 5. Instrumental Value Ranking (Characteristics)

<table>
<thead>
<tr>
<th>INSTRUMENTAL VALUE</th>
<th>RANKED SIGNIFICANTLY*</th>
<th>HOSPITALITY RANKING**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambitious (hardworking, aspiring)</td>
<td>Higher</td>
<td>2</td>
</tr>
<tr>
<td>Responsible (dependable, reliable)</td>
<td>Higher</td>
<td>3</td>
</tr>
<tr>
<td>Capable (competent, effective)</td>
<td>Higher</td>
<td>4</td>
</tr>
<tr>
<td>Independent (self-reliant, self-sufficient)</td>
<td>Higher</td>
<td>6</td>
</tr>
<tr>
<td>Intellectual (intelligent, reflective)</td>
<td>Higher</td>
<td>8</td>
</tr>
<tr>
<td>Logical (consistent, rational)</td>
<td>Higher</td>
<td>9</td>
</tr>
<tr>
<td>Imaginative (daring, creative)</td>
<td>Higher</td>
<td>11</td>
</tr>
<tr>
<td>Courageous (standing up for your beliefs)</td>
<td>Lower</td>
<td>10</td>
</tr>
<tr>
<td>Helpful (working for the welfare of others)</td>
<td>Lower</td>
<td>12</td>
</tr>
<tr>
<td>Clean (neat, tidy)</td>
<td>Lower</td>
<td>13</td>
</tr>
<tr>
<td>Forgiving (willing to pardon others)</td>
<td>Lower</td>
<td>14</td>
</tr>
<tr>
<td>Cheerful (lighthearted, joyful)</td>
<td>Lower</td>
<td>15</td>
</tr>
<tr>
<td>Polite (courteous, well-mannered)</td>
<td>Lower</td>
<td>16</td>
</tr>
<tr>
<td>Loving (affectionate, tender)</td>
<td>Lower</td>
<td>17</td>
</tr>
<tr>
<td>Obedient (dutiful, respectful)</td>
<td>Lower</td>
<td>18</td>
</tr>
<tr>
<td>Honest (sincere, truthful)</td>
<td>Similar</td>
<td>1</td>
</tr>
<tr>
<td>Broad-Minded (open-minded)</td>
<td>Similar</td>
<td>5</td>
</tr>
<tr>
<td>Self-Controlled (restrained, self-disciplined)</td>
<td>Similar</td>
<td>7</td>
</tr>
</tbody>
</table>

* Compared with national ranking

** 1 Highest Ranking 18 Lowest Ranking
Shaner concluded that "... the environment of hospitality operations is unique in the business world and it seems clear that a number of specific personal attributes determine whether an individual is qualified to hold a managerial position in the industry". He also suggested the need of "... investigating the implications of individual's personal values for the recruitment and selection of qualified hospitality managers" (Shaner, 1978).

The results of Shaner's work overlap with other studies. Ambitious (hardworking, aspiring) and a sense of accomplishment (lasting contribution) were ranked as the highest characteristic and goals of hotel managers and higher than those of national sample. This presents the similar results of Worsfold's (Table 3.) 'motivation' and Swanljung's (which will be followed) 'energy, hard worker': those characteristics were identified highly by the hotel managers.

The facts that those characteristics were ranked higher than that of national sample, and had higher ratings by several researchers explain the 'uniqueness' of hotel industry which were mentioned earlier as well as its distinctiveness which requires mental and physical dedication to their works.

In personal interviews and mailed questionnaires, Swanljung (1981) identified personal traits of 14 successful hotel executives. Energy, hard worker (43%), fairness (29%), ability to motivate others (21%), determination (21%) were highly ranked by the hotel executives. The interesting result is the surveyed executives agreed that considerable "hands-on" experience and an MBA were necessary steps for hotel executives and corporate officers. This brings to the fore
controversial issue: should the priority be placed on education or experience of hotel managers? Many are still questioning which has to be considered first. However, several researchers show that "intelligence" is ranked lower than other characteristics and this will be discussed in Chapter III and Chapter IV of this study.

Conclusion

Among ten Minzberg's managerial roles, leader and entrepreneurial role were commonly ranked as highest professional traits of effective hotel managers in reviewed studies. Hardworking, being sociable and extroverted were considered important personal traits by the researchers reviewed here.

The reviewed studies show that they are mutually supportive: it can be easily anticipated that extroverted and sociable people are more suitable in "communicating" with others. Disturbance handler, monitor, disseminator were rated also high among ten Minzbergian roles: these roles relate to the activity to "communicate" with members of organization and outsiders. In the personality perspective, "people skills" were commonly ranked higher than other personal traits.

In conclusion, the reviewed studies show a widely held belief among both outsiders and hoteliers that hotel managers are sociable and extroverted so that they are approachable in communicating and capable in managing a high people-contact business.
CHAPTER III

METHODOLOGY

This study used developmental research patterns of the identification of executive profiles. Questionnaires were analyzed from historical data of characteristics both professional and personal of executives. The product of the identification of the data was categorized according to their demographic features, personal characteristics, professional characteristics and other questions.

Sample and Population

As a first step, 206 hotel management companies were chosen from the directory of hotel management companies in "Hotel Investments A Guide for Lenders and Owners" (Rushmore, 1992). The sample included both first and second tier companies within USA. Because of low response rate after the first mailing of questionnaires, second questionnaires were sent by fax to 64 hotel management companies which were listed both in the above directory and "1994 Directory of Hotel & Motel Companies" (American Hotel Association Directory Corporation, 1994). The sample also included both first and second tier companies in USA.

Procedures

The questionnaire was developed to investigate both operators' and owners' opinions on their executives' professional and personal traits as well as other
demographic questions. (Appendix B). Close-ended and partially close ended structure were used for demographic information. Operator and owner's degree of importance on each personal and professional traits of executives when they hire or review executives were measured from the given scale (0 - 10) to each item to be indicated as 10 if the respondent feels it "most important" trait to be a hotel executive and 0 if he/she feels "not important". The respondents were asked to give ratings not only theirs (operators) but also their perception on owners' opinion.

The first questionnaire was mailed to 206 management companies with a cover letter and self-addressed, stamped envelope, giving respondents ten days of returning period. The cover letter was written on RIT letter head, introducing the purpose of the study, soliciting participation and had both the author's and chairperson of graduate studies at RIT's original signature (Appendix A).

The response rate of ten days later was low: of the 206 questionnaires mailed 73 were returned due to wrong address and 1 was returned as blank, only four questionnaires were useful. The failure came from the wrong selection of the directory of sample, which was out-dated -1992.

A second questionnaire and cover letter were sent by fax to speed up the mailing period, followed by telephone introduction. Each respondent was also asked to return the questionnaire by fax within a week to ten days. The double-listed 64 management companies both from the directory of "Hotel Investment - A Guide for Lenders and Owners" and "1994 Directory of Hotel & Motel Companies"
(American Hotel Association Directory Corporation, 1994) were chosen for the second sample. The sample also included first and second tier companies in USA.

After the two rounds of questionnaires, 13 useful responses were returned either by fax or mail, however, the response rate was still very low: the reason seemed to be the length of the questionnaire - four pages long. Among 13 respondents, 3 companies wanted this study's executive summary. A thank you letter and executive summary (Appendix D) were mailed to those who wanted the findings.

Data Analysis

Responses were analyzed by the Minitab for the purpose of obtaining statistical results to determine correctness. Among the statistical data, mean, standard deviation and percentage were utilized to tabulate analyses. The results of the questionnaire were categorized into several groups: demographic features of the sample and responses, executives' personal and professional traits, discordance on executives between owner and operator and reasonable extent of owner's influence on hiring executives. Pie charts and bar graphs along with tables were used to show variety of data.

Each survey sample was identified either 1st tier or 2nd tier according to the description in the directory of hotel management companies in "Hotel Investments A Guide for Lenders and Owners". This directory also provided information on each samples' number of properties that they are currently contracted. Each
respondents were asked to give their positions on the questionnaire to have reliability of the answers.

Number of male and female executives, age of executives, executives' years in hotel industry, executives' years in present position, number of their relocation and their longest working department before they become executives were analyzed for general demographic information. Opinions of both operator and owner on their preferences for executives' education and career were investigated.

Bar graphs and tables were used to show owner and operator's degree of importance on each personal and professional traits of executives when they hire or review executives. Dissonance between operator and owner on the several areas in respect to hiring and reviewing of executives was analyzed and tabulated on bar graph and table.

Findings

Of the 13 samples, 3 companies were 1st and 10 companies were 2nd tier hotel management companies (Figure 1). 2 companies, which were 1st tier, had over 50 properties, 11 companies had less than 40 properties including the remaining 1st tier company (Figure 2).
Figure 1. Type of Company

Figure 2. Number of Properties
For the reliability of the data, each respondent was asked to give their positions. This item was considered to be critical because the answers required professional knowledge on their human resources. The questionnaire substantially targeted top managers in this nature: 5 vice presidents of operations, 3 vice presidents of human resources, 3 senior vice presidents, 1 president and 1 general manager responded the questionnaire (Figure 3).

The age group of executives is shown in Figure 4: the majority of executives (54%) were 31 to 40 years old. Figure 5A and 5B show the number of male and female executives that the management companies are currently providing. 69% of executives have been working in the hospitality industry for 11 to 15 years, only 8% of them have been in the hospitality industry for 5 to 10 years (Figure 6). Figure 7 shows no significant differences in years of executives' present position.

Majority of executives were relocated over 4 times since they became executives (Figure 8). The frequent relocation of hotel executives was already mentioned in several studies as one of distinctiveness of hotel industry (Seymour, Guerrier). Mobility has been accepted as being part of the job by hotel executives. This industry characteristic might have some influence on executives' personal traits, such as personality. In relation to the personal traits of hotel executives that this survey conveyed, the analyzed data shows higher rating (8.46) of "personality" by operators, however, owners rated lower (6.85) (Figure 11).
Figure 3. Position of Respondent

- GM: 23%
- President: 7%
- VP Ops.: 7%
- Sr. VP: 23%
- VP HR: 40%

Figure 4. Age of Executives

- 21-30 yrs: 54%
- 31-40 yrs: 38%
- 41-50 yrs: 8%
Figure 5A. Number of Male Executives

- 47% in #1-10
- 15% in #11-20
- 38% in #21-30

Figure 5B. Number of Female Executives

- 61% in #1-10
- 8% in #11-20
- 31% in #21-30
Figure 6. Years in Hospitality Industry

69% 23% 8%

Figure 7. Years in Present Position

38% 31% 31%
Figure 8. Number of Relocation

Figure 9. Longest Working Dept.
"Marketing & Sales" produced the largest number of executives (84%) among departments according to the survey results. "Rooms Division" and "F&B" shared the remaining population (8% each) as the next longest working department before they became executives (Figure 9).

It is not easy to respond if someone is asked to answer the question, "Who will you hire as a hotel executive- highly educated person or someone with field expertise?". It came out to be a tough question for top managers of hotel management companies who are hiring parties. Figure 10 shows their difficulty in selection between degree holder and experienced personnel. Operators cannot decide which of the two experience or education as shown in figure 10-A. Owners show their preference for degree holder (75%). The results can be better understood from their description on the reasons of their preferences (Appendix C).
Figure 10A. Education vs. Career (Operator)

50%

Degree
Experience

Figure 10B. Education vs. Career (Owner)

25%

Degree
Experience

75%
Important personal traits necessary to become a hotel executive as seen by top managers of hotel management companies were investigated using Swanljung's (1981) identification of common personality characteristics of successful hotel managers (Figure 11). Table 6 shows means and standard deviations of personal traits.

"Good judgment" was rated highest by both owner and operator as an important personal trait to be a hotel executive. As seen in Chapter II, previous studies commonly show a higher rating for "people skills", which is described as "ability to motivate others" in this questionnaire, than other personal traits. Surveyed operators showed agreement with the reviewed researchers: they rated it the highest important trait (9.39) to be a hotel executive, however, it was rated relatively low by owners (7.85).

Surveyed owner and operator presented common opinions with previous researchers by identifying "energy, hard worker" as an important trait to be a hotel executive. "Intelligence" was considered not as important as other personal traits by Worsfold (Table 3) and Swanljung (14%) except Shaner (Table 5).

"Intelligence" had a higher rating by both owners and operators. It was interesting to find ratings from owner and operator were similar: 8.69-operator, 8.46-owner, in comparison with the above finding on preferences between education and career, however, Figure 10 presents quite a different disposition to "intelligence" by owners and operators if "intelligence" is identified by higher education.
Figure 11. Personal Traits

A: Energy, Hard worker
B: Fairness
C: Ability to Motivate Others
D: Determination
E: Discipline
F: Demanding
G: Good Judgment
H: Intelligence
I: Personality

Table 6. Means & Standard Deviations of Personal Traits

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATOR</td>
<td>Mean</td>
<td>9.0</td>
<td>8.92</td>
<td>9.39</td>
<td>8.54</td>
<td>8.31</td>
<td>6.77</td>
<td>9.39</td>
<td>8.69</td>
</tr>
<tr>
<td></td>
<td>S.D.</td>
<td>1.15</td>
<td>1.04</td>
<td>1.12</td>
<td>1.85</td>
<td>1.93</td>
<td>2.09</td>
<td>1.12</td>
<td>1.38</td>
</tr>
<tr>
<td>OWNER</td>
<td>Mean</td>
<td>8.69</td>
<td>7.39</td>
<td>7.85</td>
<td>8.08</td>
<td>7.31</td>
<td>7.15</td>
<td>9.39</td>
<td>8.46</td>
</tr>
<tr>
<td></td>
<td>S.D.</td>
<td>1.60</td>
<td>1.66</td>
<td>1.52</td>
<td>1.66</td>
<td>1.93</td>
<td>2.41</td>
<td>1.19</td>
<td>1.71</td>
</tr>
</tbody>
</table>
Important professional traits for a future hotel executive to have were identified using Minzberg's ten managerial roles and shown in Figure 12. Table 7 shows means and standard deviations of professional traits.

"Leader", "entrepreneur" and "resource allocator" were also highly ranked, as previous studies Chapter II noted. Scores of owners and operators had no significant differences among those high rating traits.

"Negotiator" was rated lowest by both owner and operator. One of its reasons was considered that hotel executives as unit managers usually do not perform "negotiator" role because major negotiations are done by corporate offices.
Figure 12. Professional Traits

Table 7. Means & Standard Deviations of Professional Traits

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
<th>I</th>
<th>J</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATOR</td>
<td>Mean</td>
<td>6.58</td>
<td>9.08</td>
<td>7.17</td>
<td>7.58</td>
<td>7.85</td>
<td>7.08</td>
<td>8.92</td>
<td>8.54</td>
<td>8.85</td>
</tr>
<tr>
<td></td>
<td>S.D.</td>
<td>2.31</td>
<td>1.38</td>
<td>2.55</td>
<td>2.31</td>
<td>2.38</td>
<td>2.53</td>
<td>1.61</td>
<td>1.39</td>
<td>1.21</td>
</tr>
<tr>
<td>OWNER</td>
<td>Mean</td>
<td>6.42</td>
<td>7.92</td>
<td>6.67</td>
<td>7.33</td>
<td>6.58</td>
<td>7.15</td>
<td>8.38</td>
<td>7.42</td>
<td>7.77</td>
</tr>
<tr>
<td></td>
<td>S.D.</td>
<td>2.39</td>
<td>1.38</td>
<td>2.46</td>
<td>2.27</td>
<td>2.84</td>
<td>2.94</td>
<td>1.94</td>
<td>2.19</td>
<td>1.59</td>
</tr>
</tbody>
</table>

A: Figurehead
B: Leader
C: Liaison
D: Monitor
E: Disseminator
F: Spokesman
G: Entrepreneur
H: Disturbance Handler
I: Resource Allocator
J: Negotiator
Several possible sources of discordance between operator and owner were noted by respondents when they hire executives by operator. Salary level for executives had the highest rate of discordance between them and sex of executives had the lowest as shown in Figure 13.

The survey results show a lower score (3.85) of operators indication on the reasonable extent of owners' involvement in hiring executives, despite the recent trend of increase in owners' influence on operational decision-making.
Figure 13. Operator and Owner Discordance on Executives

A: Salary Level
B: Experience in Hospitality Industry
C: Education
D: Age
E: Sex
CHAPTER IV

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Recent trends show an increase in hotel owners' involvement in operational decision-making, particularly the personnel function. Given that expanded role, management companies in the hotel investment market and hotel management companies as well, there is a need to develop selection criteria for the hiring and placement of managers of contracted properties that are reliable indicators of executives' qualifications that will satisfy both owners and hotel management companies.

Even though each management company is of a different type and size, located in different areas, and is guided by a different work ethos, it is possible to draw common, desired characteristics of prospective hotel executives by focusing on the homogenieties of hotel industry executives. In addition, common managerial activities and personality traits may be identified and found to be helpful in hiring those who would be most likely to succeed as hotel executives. From the survey of 13 hotel management companies, desirable and personal traits of potential hotel executives were identified by top management level respondents.
The findings of this study are for the most part in accordance with previous studies and with widely held beliefs in the industry. No significant differences or disagreements with previous studies were found.

What was found here in this industry is that "leader", "entrepreneur", and "resource allocator" were highly rated important professional characteristics for hotel executives to have by both hotel owners and by contract managers. Both rated "negotiator" as the least important role.

"Good judgment", "energy, hard-worker" were highly rated as important personal traits of hotel executives by owner and operator; however, "fairness" and "ability to motivate others" were rated highly by operator but owners gave lower ratings to those characteristics. "Demanding" was rated lowest by operators and owners among personal traits.

Executives' "salary level" produced the highest level of discordance between owners and operators. The "sex" of a candidate did not produce any disagreement between the two groups.

Operators felt little pressure or influence from any outside source in the hiring of management personnel, despite the tendency owners to become increasingly involved in operational decision-making.
From the research, several distinct factors of the hotel industry emerge as significant influences on executives' managerial activities as well as on the executives personally;

frequent relocation and long hours of work require dedication and to display "energy" to be considered a "hard-worker"; these traits were also seen in their perceptions of "family security".

as a high people-contact industry, it is preferable for prospective managers to be sociable, extroverted who may then have a facility to communicate easily with others.

As a result, it was found that both operators and owners prefer prospective hotel managers who are:

responsible for the motivation and activation of subordinates as well as allocation of organizational resources for significant organizational decisions and seeks to initiated controlled change in the organization.

He/she also has the ability to exercise "good [business] judgment" and is dedicated to the long hours of work, has excellent people skills, and possesses a high degree of intelligence.

Recommendations

This research could be specified for an individual company in the form of a case study which could then be targeted to a particular sized company in a particular
location. By specifying the sample it would be possible to examine exact characteristics of executives for each type or size.

A comparative study between a larger hotel chain company and an independent company about their executives' characteristics and preferences is recommended. This type of study could assist in defining desirable characteristics of potential hotel managers in either complex managerial environments or smaller managerial settings.

A further recommendation would be to divide some of the larger topics into more specific areas, such as male and female executives rather than the general "executives"; also, the type of degrees, the quality of experience, personal and professional traits, owner's and operator's perception, etc. could also be divided to see how respondents would answer these questions. No doubt it would be valuable for those charged with hiring to have a specified and exact descriptions of desirable characteristics as selection criteria. This, in turn, may be of some assistance for future executives in their own career and professional development.
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APPENDIX A

COVER LETTER
Rochester Institute of Technology
School of Food, Hotel and Travel Management
Department of Graduate Studies
George Eastman Building
10 Lomb Memorial Drive
Rochester, New York 14623-5604
716-475-5666 Fax 716-475-6401

Nov. 2, 1994

TO WHOM IT MAY CONCERN:

The attached questionnaire is part of a master's degree project of Rochester Institute of Technology. This study is, especially concerned with common characteristics of hotel executives from hotel management companies. The result of this study will provide assistance in selecting, hiring and evaluating your executives.

We have selected your company from the directory of hotel management companies in "1994 Directory of Hotel & Motel Companies" published by American Hotel Association Directory Corporation. Only by obtaining the opinions of hotel management companies, such as yours, can we accurately find characteristics desired of hotel executives by both owners and hotel management companies. All information will be held in the strictest of confidence.

It will be appreciated if you give this questionnaire to the person who is in charge of executive search or human resources in your company. The survey should take only a few minutes to complete. It will be appreciated if you will complete the questionnaire prior to Nov. 7, 1994 and send it back by fax to 716-475-6401 attention to Dohee Kang.

Our sincere thanks and appreciation.

Dohee Kang
Graduate Student
Rochester Institute of Technology

Richard F. Marecki Ph. D.
Chairman of Graduate Program
Rochester Institute of Technology

P.S. If you would like an executive summary of the findings, please enclose a business card for mailing purposes. Since we do not code the questionnaires, confidentiality is maintained.
APPENDIX B

QUESTIONNAIRE
Company Name ________________________________________________________________

Respondent ___________________ Position ________________________________

Address ____________________________________________________________________

Telephone ___________________ Fax ________________________________

Please read and answer every question carefully. The survey should be returned by fax, 716-475-6401, at latest Nov. 7, 1994. Thank you for your time in this very important matter.

Definition of EXECUTIVE in this questionnaire, an executive will include General Manager, Director of Sales, Head housekeeper and other department heads.

1. Please give the numbers of male/female executives that you are currently providing to the contracted properties.

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<td>31-40</td>
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2. Please rank the age group of the majority of executives. (1-5)

21--30 years old _____ 51-60 years old _____
31-40 years old _____ over 61 _____
41-50 years old _____

3. Please estimate the percentage of executives' educational level:

- High School Graduate
- College Graduate
  Hospitality Major Non- Hospitality Major
  2 year ________ 2 year ________
  4 year ________ 4 year ________
  Graduate School ________ Graduate School ________
  Other ________
4. How many years have most executives been working in hospitality industry?

5-10 years _______  21-25 years _______
11-15 years _______  26-30 years _______
16-20 years _______  over 30 years _______

5. Please rank the executives according to years in their present positions. (1-5)

1-5 years _______  11-15 years _______
6-10 years _______  16-20 years _______
over 20 years _______

6. On average, how many times were they relocated since they became executives?

1-3 times _______  7-10 times _______
4-6 times _______  over 10 times _______

7. Typically, which department did they work longest before they became executives? Please give the number in order.

Accounting/Finance _______  Food & Beverage _______
Housekeeping _______  Marketing & sales _______
Rooms Division _______  Personnel _______
Other _______

Beside each of the statements presented below, please circle the extent to which you feel most important (10), important (8), fair (5), least important (3), not important (0). Please check only one.

8. When you hire/ review executives' personal traits, you consider the following items for both you and owner:

<table>
<thead>
<tr>
<th>Item</th>
<th>You</th>
<th>Owner</th>
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<tbody>
<tr>
<td>a. ENERGY, HARD WORKER</td>
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<td>b. FAIRNESS</td>
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<td>c. ABILITY TO MOTIVATE</td>
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<td>d. DETERMINATION</td>
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<td>e. DISCIPLINE</td>
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<td>g. GOOD JUDGMENT</td>
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<td>h. INTELLIGENCE</td>
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<td>i. PERSONALITY</td>
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9. When you hire/review your executives' managerial ability, you consider the following items for both you and owner:

a. ability to perform certain legal activities

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b. ability of staffing, training, direction, and motivation of subordinates

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c. ability to develop a network outside the organization to gather information

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d. ability to seek and analyze a wide variety of outside information and inside information

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e. ability to transmit information received both from outside and inside the company to other members of the company

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f. ability to transmit information about the company to outsiders

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g. ability to take corrective action whenever company faces unexpected, non routine disturbances

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h. ability to look for ways to change the organization for the better

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i. ability to be responsible for allocating all important resources of the company, both financial and human, including how the manager schedules own time, programs work and authorizes works

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j. ability to be responsible for the company's major outside negotiations

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10. Based on your experience, what area do you and the owners disagree?

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<th>Area</th>
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<tbody>
<tr>
<td>a. SALARY LEVEL</td>
<td>0 1 2 3 4 5 6 7 8 9 10</td>
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<td>b. EXPERIENCE IN HOSPITALITY INDUSTRY</td>
<td>0 1 2 3 4 5 6 7 8 9 10</td>
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<td>c. EDUCATION</td>
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<td>d. AGE</td>
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<td>f. OTHER (PLEASE SPECIFY)</td>
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11. What do you think the reasonable extent of owner's involvement/influence in hiring executives?

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12. If you have two executives, one has a degree in hospitality management but 5 years of career, the other one is a high school graduate and has 15 years of field experience, which one do you and owner prefer? (Please check the preferences)

YOU: Degree Holder  Experienced  High School Graduate

OWNER: Degree Holder  Experienced  High School Graduate

12-1. Please describe why did you give the above preferences.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Is there anything else you would like to comment in hiring, reviewing and evaluating your executives as a hiring party as well as management company of a contracted property?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

THANK YOU!!!
APPENDIX C

RESPONDENTS' EXPLANATIONS OF QUESTION 12
Respondents' Preferences for Experienced Personnel

Respondent 1:
Five years in the industry is not enough to be an "Executive". "Street Smarts" is much more valuable than book knowledge. It's tough to teach common sense. After 15 years you must have it or you would be in another industry.

Respondent 2:
Experience allows individual to more than compensate for the lack of a degree.

Respondent 3:
Longer time in job makes better executive.

Respondent 4:
Direct experience is the only real teacher; there is value in intellectual understanding to a point but hands on knowledge gained is far more valuable.

Respondent 5:
It depends on the position. A dept. head would only need high school graduate but industry experience. GM needs college degree. Owners would only be involved at GM selection level, if that.

Respondents' Preferences for Degree Holder

Respondent 1:
A must in complex area of hotel operations, law, government regulation etc.

Respondent 2:
9 years vs. 15 years is not much a difference. It also shows dedication to the industry. Personality plays a bigger part though.

Respondent 3:
It is very difficult for someone with only a high school diploma to make it as a hotel executive.

Respondent 4:
More likely to be able to deal with complex communications and challenging situations and goals.

Respondent 5:
Industry is becoming too complicated for high school education.
APPENDIX D

THANK YOU LETTER
&
SUMMARY
December 27, 1994

Mr. Mike Smith
Vice President
Human Resources
ABC HOTEL GROUP
3333 DEF Ave.
GHI City, NY 14623

Dear Mr. Smith,

Thank you for your consideration in responding to the survey that I sent you last November. Your participation made me possible to complete my graduate project for master's degree, titled "A Profile of Executives from Hotel Management Companies". Also, it is possible to share the results of the project with those who wanted.

Please find attached the executive summary for your interest. Thank you again for your participation and interest and I appreciate your sharing of your insights with me.

Sincerely,

Dohee Kang

Att.
EXECUTIVE SUMMARY

Recent trends show an increase in hotel owners' involvement in operational decision-making, particularly the personnel function. Given that expanded role, management companies in the hotel investment market and hotel management companies as well, there is a need to develop selection criteria for the hiring and placement of managers of contracted properties that are reliable indicators of executives' qualifications that will satisfy both owners and hotel management companies.

Even though each management company is of a different type and size, located in different areas, and is guided by a different work ethos, it is possible to draw common, desired characteristics of prospective hotel executives by focusing on the homogenieties of hotel industry executives.

In addition, common managerial activities and personality traits may be identified and found to be helpful in hiring those who would be most likely to succeed as hotel executives. From the survey of 13 hotel management companies, desirable and personal traits of potential hotel executives were identified by top management level respondents.
The findings of this study are for the most part in accordance with previous studies and with widely held beliefs in the industry. From the research, several distinct factors of the hotel industry emerge as significant influences on executives' managerial activities as well as executives personally;

- frequent relocation and long hours of work require dedication and to display "energy" to be considered a "hard-worker"; these traits were also seen in their perceptions of "family security".

As a high people-contact industry, it is preferable for prospective managers to be sociable, extroverted who may then have a facility to communicate easily with others.

As a result, it was found that both hotel management companies and owners prefer prospective hotel managers who are;

- responsible for the motivation and activation of subordinates as well as allocation of organizational resources for significant organizational decisions and seeks to initiated controlled change in the organization. He/she also has the ability to exercise "good [business] judgment" and is dedicated to long hours of work, has excellent people skills and possesses a high degree of intelligence.

As other findings, executives' "salary level" produced the highest level of discordance between owners and operators. The "sex" of a candidate did not produce any disagreement between the two groups. It was also found that operators felt little pressure or influence from any outside source in the hiring of
management personnel, despite the tendency owners to become increasingly involved in operational decision-making.

It was a tough decision for top managers of hotel management companies on the selection of executives between a person with a degree versus field expertise. Whereas owners prefer to hire people with a degree, operators show no preference.

A comparative study and case study are recommended for further study to examine exact characteristics of executives for each hotel management companies' size or type.