Does Students and Hotel Practitioners Have the Same Expectation Towards to Internship Program? A Case Study in Macau

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ABSTRACT

This research aims to understand the internship arrangements in Macau's hospitality industry and investigating how would Macau hospitality students and hotel industry practitioners' their expectation towards to internship program. This study explores the students' and industry practitioners 'view point and overall the comments towards to the internship. A qualitative approach adopted with a sample size of 22 students and 8 hotel practitioners and view their comments of the internship. Semi-structured questions asked from the respondents. Students had conducted an in-depth interview while industry practitioners conducts two focus group for further discussion. By analysing the interview result, the researcher found both parties had different expectation in the internships arrangements. Under the different perspectives in the internship program, some students decided to choose their career plan in hospitality, however, some students found that the political environment and they may not allow to move forward to the career planning in Macau, therefore, they might choose to quit the industry .The discussion and recommendations are made based on the results to provide for students, institutions and hospitality industry practitioners.

Keywords: *Career Planning, Hotel Practitioners, Internship, Students, Macau*

INTRODUCTION

Macau Hotel Industry Overview

Macau is a special administrative region (SAR) of the People's Republic of China (PRC) which holds a strong image as a gaming centre and one of the world's most attractive tourism destinations. Macau owns successful gaming industry that enables to upgrade its tourism-related industries.

As one of the most eye-catching tourism destinations, increasing number of hotel chain brands are paying attention to and wanting to grab more market share by investing in Macau which shows the importance about the Macau hospitality industry.

Macau pays great attention in the development of its hospitality industry for maintain and further develop its world-class tourism and identity as leisure centre. By the end of 2018, the hospitality industry in Macau comprise 116 capacity hotels and guesthouse units (see Figure 1), with five units were new opened in 2017. A total of 38,809 rooms and 103,272 beds are available to visitors (seeFigure 2), with an overall occupancy rate of 91% in 2018 (see Figure3) (1).Compared with that of 1999, 82 capacity, 38,226 rooms and 102,135 bed-places were added to the industry, and the room supplies grew more than 177 times. These numbers show the high demand and also more possibility for further developing for Macau's hospitality industry.

A the number of rooms are expected to continually rise in the future (1)(2).Under the background of the booming hospitality industry in Macau these years, the requirements for human resources attract great attention. However, a shortage in human resources is gradually manifesting in this ever-expanding industry, given that high-paying firms require large numbers of human resources to enter the industry.

According to the survey on manpower needs from Macao Statistic and Census Services

(DSEC), the number of individuals engaged in Macau's hospitality industry grows from 2000 to 2019 (see Figure 4). The number of employees for the hospitality industry flipped tenfold in the past 19 years, which shows the high demand of manpower in this industry(4).
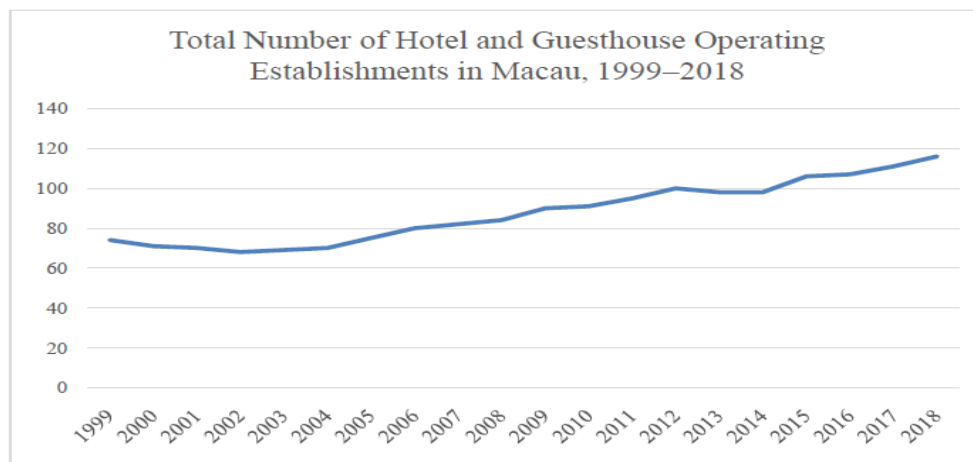

Figure1. *Total Number of Hotel and Guesthouse Operating Establishments in Macau, 1999–2018*

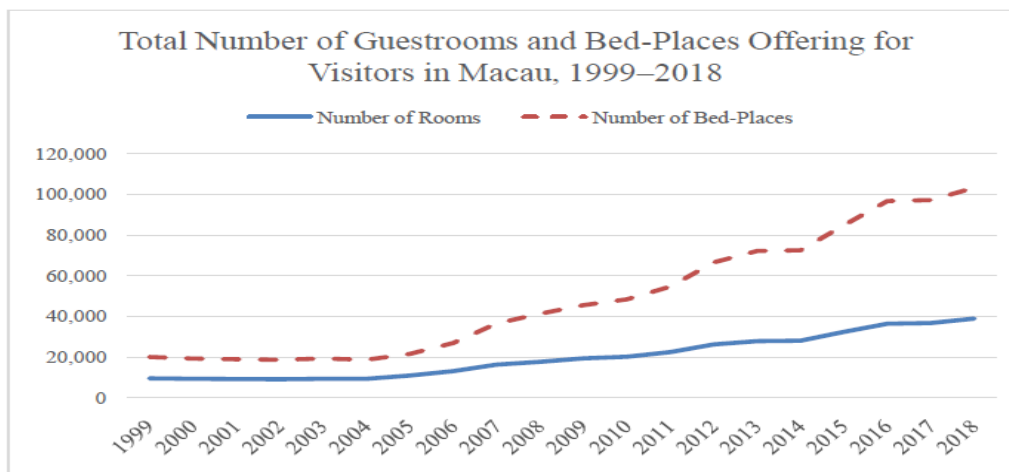**Source:** *Macao Statistic and Census Services,2018*

Figure2. *Total Number of Guestrooms and Bed-Places Offering for Visitors in Macau, 1999–2018*

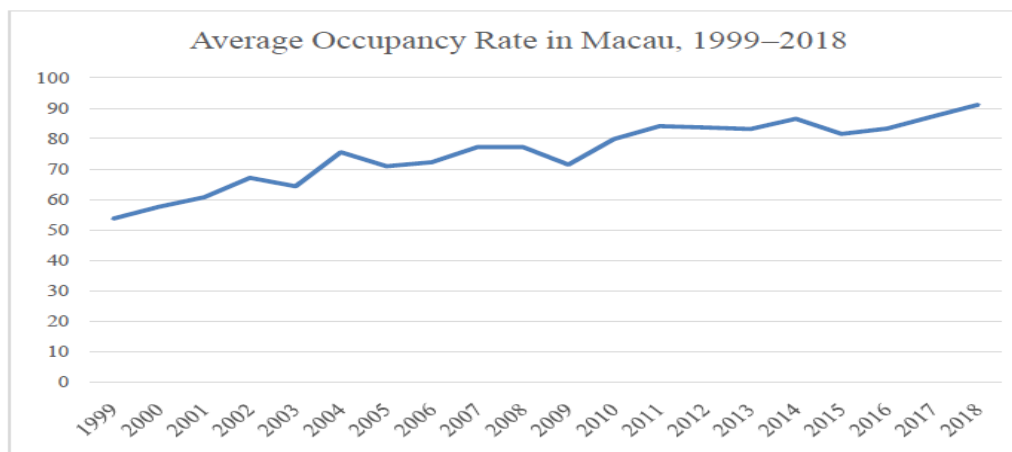**Source:** *Macao Statistic and Census Services. 2018*

Figure3. *Average Occupancy Rate in Macau, 1999–2018*

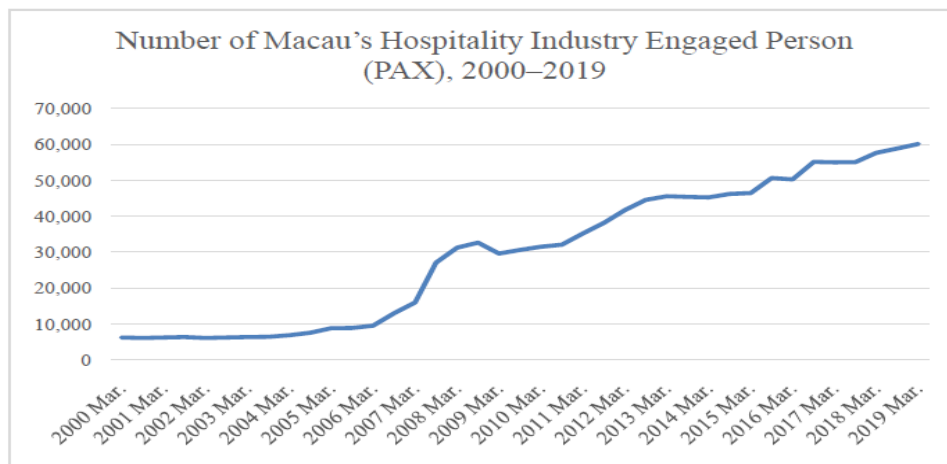**Source:** *Macao Statistic and Census Services, 2018*

Figure4. *Number of Macau's Hospitality Industry Engaged Person (PAX), 2000–2019*

Source: *Macao Statistic and Census Services, 2000-2019*

Given the rapid development of the hospitality and tourism industry, the demand for individuals with hospitality-related educational background results in the shortage of human resources. To address this demand, 10 of higher education institutions in Macau are offering great opportunities annually to encourage their hospitality management graduate students to enter the industry. The Macau Higher Educational Bureau (DSES) has begun collecting related statistics since 2012. Educational institutions in Macau are producing more than 1,000 hospitality graduates per year. As of 2018, these institutions provided more than 8,000 graduates with related education background for the industry between 2012 and 2017 (5). However, the number of individuals entering the industry remains far from adequate. The job vacancy for the hospitality industry is still four or even five times more than the requirement (see Figure 5) (6). Under the severe demand of human resources, the turnover rate of the hotels in Macau in the 1st quarter of 2019 was only 4.3%; moreover, 68.1% and 51.0% of the vacancies in hotels required special knowledge and working skills, respectively (7). These requirements increased the demand for quantity and quality of human resources.

Figure5. *Macau Hospitality Industry Job Vacancy (PAX), 2000–2019*

Source: *Macao Statistic and Census Services, 2012-2019.*

Hospitality Internship

Internship is a practical training, wherein undergraduate students adapt the identity transformation from student to hotelier and apply the knowledge they learn at school on the actual working position in the industry; in short, internship provides an opportunity for students to generate and summarise the way they operate

and think (8)(9).Fox (10) considered internship as a chance to close the wide gap between knowledge acquired from school and working. Pauzé et al. (11) indicated that internship is equated to fieldwork, practical experience, practicum, cooperating or practical learning without a difference. McMahon and Quinn (12) described internship as 'Supervised Work Experience', wherein students are working under special guidance and attention instead of working alone on their position. Some researchers (8)(13) also agreed that numerous students are required to undergo ordered internship programmes to gain professional skills whilst working; as a result, the industry seeks for an effective way to train students in their organisation and reduce discouragement in the hiring process (8).

In general, an internship serves the needs of a triangular partnership amongst students, schools and industries. However, the varying needs and requirements for students, schools and industries from the internship might bring conflicts and cause negative effects. A negative internship experience might affect students' choices of leaving the tourism and hospitality industry. Fox (10) stated that one bad internship experience can quickly turn a young person away from the industry. Waryszak(14) also commented that an internship programme that fails to meet students' expectations can discourage them to enter the tourism and hospitality industry upon graduation.

Internship programmes are often considered as unstructured and poorly organised; thus, students generally complain about its quality (15). The dismay of students in such programmes causes the increasingly high fallout rates of graduates from the tourism and hospitality industry (16).

Problem Statement

Job vacancies in the hospitality industry in Macau are shown in Figure 5 (4). The human resources in Macau's hospitality industry are crucial. Even if all the graduates of tourism-related courses stay in the industry, their number may still not fill the high demands of the human resources in Macau's hospitality industry. Not all students from hospitality undergraduate courses are willing to choose hospitality-related jobs in their career planning (8)(17).

Previous studies (18)(19) put forward important issues relating hospitality internship to the

human resource. However, the discussion is not enough, and the relationship amongst internship experience, the industry and students need further examination. The advantage of the internship experience on students, the academia and the industry are well-researched (20) (21) (22). The research related to the disadvantages of internship experience influencing students' career choices is still limited.

Jenkins (23) advocated for further research to widen the understanding of students' negative attitude towards the hospitality industry after finishing a period of internship; he focused on interns' responses and identified the interns' satisfaction with their internships and how their internship arrangement influenced their intention to continue their careers in the industry after an internship.

Identifying the factors that may influence internship experience can be conducted through studying and interviewing hoteliers and students for understanding interns with regard to their negative experiences during the internship (16). Accordingly, the current study investigates the relationship between the arrangement of internship in the internship institution and the interns' willingness to stay in the industry. In turn, the hospitality industry can improve the quality of internship programmes, keep interns as their potential employee and solve the problem of shortage of human resources in Macau's hospitality industry.

Research Gaps and Objectives

However, researchers found that only a few studies focused on how the elements in the workplace, such as job satisfaction, employee engagement, personal growth, employees' benefits and service climate, apply on intern students through the internship process rather than the regular employees (24)(25)(26). Previous research also ignored howinternship experience affects students' willingness to continue their careers in the hospitality industry (27)(28). Related research focusing on Macau's hospitality industry is extremely scarce (26) (27) (28)(29). From students and hoteliers' perspectives, this study aims to fill the abovementioned research gaps as mentioned.

Accordingly, this study mainly aims to explore the factors of internship experience that may influence the career planning of Macau hospitality management students. It also collects supporting information from hoteliers. This

study aims to achieve the main objective through the following:

- Examine and compare the perception towards the internship arrangements for tourism students and hotel practitioners;

- Identify the factors found in students' internship experiences that may affect their future career planning;

- Provide recommendations for industry practitioners and universities on how to uplift their internship arrangement to enhance students' job satisfaction and future career planning.

Significance of the Study

The hospitality industry plays an important in Macau's economy. However, shortage of human resources, lack of well-trained employees and draining of professionals may cause hidden disadvantages which can hinder the further developmentMacau's hospitality industry. Thus, finding a way to keep potential employees and professional talents in the industry is crucial. However, research focusing on this topic in Macau is extremely scarce.

This study examines the perspectives of hospitality management students and hotel practitioners as research participants, given that they can provide in-site thought recommendations. Previous studies focused on either students' internship satisfaction (16)(17)(28)(30)(31) or career planning influenced by internship on other region besides Macau (8)(11)(20)(21)(32). However, existing research ignored students and practitioners' perspectives of the internship experience in Macau and the relationship between internship experience and further career choice for these students. This study attempts to fill these abovementioned research gaps and determine the main factors affecting hospitality management students' willingness to stay in the industry after their internship experience in Macau. Understanding Macau hospitality management students' needs regarding their career planning is crucial.

LITERATURE REVIEW

Hospitality Internship in Macau

As mentioned in the introduction as above and also in the previous researches (33) that the internship experience provides a chance and a learning environment for students to participate which directly related to the application of knowledge while commonly practiced in higher

education. Similar to the related industry, internship and actual working experience are decisive factors in hospitality academic programmes and strengthen the understanding of knowledge and skills by contextualising experience (34)(35)(36)(37)(38) (39).

The tourism industry has been pushing for an enormous economic activity in recent years. According to the report of World Travel and Tourism Council (WTTC) in 2019, one in 10 jobs in the world is currently in Travel and Tourism, with the sector creating one in every five new jobs in 2017 (40). Under such situation, the tourism and hospitality industry require a larger education scale.

Thus, hotels and other firms under the tourism and hospitality industries must develop and extend training and educating courses. These programmes are expected to produce quality graduates who will enter the industry (41). This high developing industry will find difficulty if its growth is not supported by professional preparation in higher education (42).

A successful hospitality academic programme is expected to produce graduates with high-quality learning capacity, knowledge, professional skills and the ability to meet the industry's needs (36)(43)(44). To achieve such goals, students should gain practical experience outside the classroom learning environment (45). These types of experiences are considered under internship.

Normally, an on-campus hospitality internship requires the following process (46)

Course Requirements

Hospitality students are required to undergo a certain period of internship to be credited in their programme with a commitment to work in a period whilst attending classes at school. The programme requires class attendance and written assignments which takes one to four times a month. All students are required to complete a written assignment which asks students to either examine their department or manager in greater detail or examine how their departments fit into the operation of the hotel. The whole programme evaluates those students by the school and their intern managers.

Recruitment and Hiring

Recruitment for internship positions usually begins half a year before the semester. Flyers, on-campus job fairs and recruitment talks are

created to advertise available intern positions. After selecting and sending their resumes to their preferred hotels, hotels send an interview invitation to the selected candidates and hire students accordingly.

Orientation and Training

Orientation is held the day the students start their internship into their respective hotels. The HR department and the head of the management team give the welcome remarks to those students.

The HR department uses one to three days for taking classes with the new-interns to help them understand the hotel culture, basic information of the hotel, employees' regulation and other prerequisite knowledge and be familiarised with the working environment. Once the interns are passed to their designated departments, several trainers take charge of the interns' training process. Interns are then required to work individually after training until the end of the internship.

The current process of the hospitality internship in Macau were roughly the same as mentioned by Wildes and Mount (46),and require cooperation between institutions and the industry. A special cultural background had affected students' intention in some way same as previous studies regarding Cyprus, South Korea, and mainland China (8)(47)(48)(49)(50). The high-developing industry was eager to require a large number of human resources and professional students to enter in the industry.

However, the situation of hospitality internship in Macau was slightly different from above mentioned area. According to the data from the Macau Higher Educational Bureau (5), non-local students were always a large part of total graduated students in 10 of the education institutions in Macau. Based on the latest data statistics on 2017, 47.13% of the graduated students were non-local students that came from different places with diverse cultural backgrounds; these students acquired student visas to enter Macau (5).

However, limited by laws in Macau, non-local students were prohibited to work as a full-time employee in any of the company or organisation, if it was not required by their course outline. Therefore, internship allowed by their institution and within their course outline would be the only chance for them to have a detailed field study in Macau's hospitality

industry or 'work' in Macau.

As mentioned in the introduction as above (4)(7), the hospitality industry was well developing in Macau with a status of labour shortage. This situation would require internships from higher education institutions year by year. Normally, Macau's hotels would cooperate with universities for recruiting, universities would also well assist for introducing students to the industry and providing information to students in virous types of methods.

In addition to the local hospitality industry requiring students from Macau as their interns, the overseas internship programmes were also seeking the opportunity to recruit Macau's students as interns. Some institutions would even be cooperating with hotels or institutions outside of Macau to send those students to the overseas internship programmes or exchange programmes. Moreover, due to a spitting distance from Macau to mainland China, some mainland Chinese region students would choose to have their internship in mainland China. Those situations would reduce the possibility for those students to work in Macau's hospitality industry after they finished their courses. As a result, lesser number of graduates with professional skills would be left to the industry in Macau, and the labour shortage situation in the industry would only worsen.

Stakeholder in Hospitality Industry

Several studies (38)(51)(52) showed that when students were involved into the internship and enjoying the value and diversity of benefits including improved understanding, recognition of tasks and practices performed by industry professionals and practitioners, these experiences would uplift their self-confidence, heighten employment opportunities, enhance personal growth, increase the ability to network within the industry, create personal contacts with co-workers, gain exposure from managerial activities and learn skills that related to their particular career planning. Internship programmes offer a chance for students to apply theories to the actual work and evaluate whether the current career planning is matched with their situation. The benefits provided by internship programmes to the industry well-educated interns and the institutions that involving the practices should not be overlooked. The hospitality companies would be benefiting by having a chance to foster and train a further

leader team to manage the properties with less time cost and cheaper labour cost. Internship provides advantages to institutions and educators. Leslie (53) argued that increasing contact and cooperation between institutions and the industry could fertilise the input of industry in course development and help the institutions to keep abreast of industry's latest trends and future developments.

Those relationships would provide a channel for testing the feasibility and relevance of the academic theories with the operating needs in the industry. The improved relationships would extend further cooperation with another academic area. Successful internship programmes may uplift the word-of-mouth of the industry and be further developed in the future.

To encourage as many graduate students as possible to continue their careers in the tourism and hospitality industry, institutions and the industry should cooperate closely to develop an internship programme with a well-organised and good quality plans. However, the contradiction between them should never be ignored. Previous studies (8)(9) critically pointed out that the three parties benefit from internship differently; specifically, these three parties have different expectations, beliefs and requirements for an internship. The differences may give a concern regarding the 'quality' for a successful internship that would affect student's choices and planning of future careers within the tourism and hospitality industry. Such differences remain nowadays.

The cognitive differences for an internship between the hoteliers and institutions would be causing dissatisfaction or negative impression to students and reduce the intention for continuing to stay in the industry. The hospitality industry is expecting and requiring work-ready graduates produced from institutions. Generally, training and developing new employees on their position should be done in a limited time (54), wherein those candidates who can get used to their position to work independently as soon as possible would be considered more employable than others (55).

The hospitality industry prefers students who can work independently, show enthusiasm in learning, take initiative, think critically, explore by raising questions and be adaptable and flexible in the actual working (55). The programme requires interns to process this kind of knowledge and skills in the institution. The

institutions should face their responsibility of making students realise the importance of having generic competencies and required skills, which could be used to improve their employment opportunities in this competitive labour market (57). Students should also understand the needs of the industry and be able to process those abilities required from the industry (55). The institution would find sharing the required abilities to students difficult if students do not see the need or importance of these skills and knowledge (58). Therefore, from the institutions' perspective, helping students to fully understand the current situation of the hospitality industry before they graduated is necessary.

However, research also showed that most of the internship programmes do not require competent internship hours (52). Most institutions and educators think a written report was enough for students to be familiarised with the current industry situation. The hoteliers should choose written and oral evaluations to examine students' internship. Those types of arrangement and existing methods of estimating students' internships cannot satisfy interns' expectations, which could cause a negative experience and take a young person away from the industry (8)(10). Waryszak(14) also agreed that internship programmes that were missing students' expectations would discourage or even stop those students to enter the tourism and hospitality industry after internship and graduation. Internship programmes are often considered negative experience and poorly organised, which caused students to complain about the quality of their learning experience; as a result, graduates would have low intention of working for the tourism and hospitality industry (23)(48). Previous research showed that a positive internship experience does affect the intention of students' willingness to stay in the industry (49)(59). In their research, more than three-quarters of the respondents strongly agreed that the internship programme had strengthened their resolve to work in the hospitality industry, which provides evidence that the experience that students going through during the internship would strongly affect their intention to stay in the hospitality industry.

Benefits for Employees and Interns on Hospitality Industry

Previous research (60)(61) showed that offering higher levels of wages and fringe benefits

generally experience a lower probability of voluntary labour turnover with a positive correlation between wages and fringe benefits. Thus, a strong relationship was found to exist between fringe benefits and turnover. The results supported the conclusion that employee fringe benefits may be a useful tool in managing retention and turnover.

Behavioural theory supports the conclusion that people in the workplace would obtain the highest productivity once the company provided basic security needs, such as good working conditions and reasonable compensation. A poor provision for the people in the workplace basic condition requirement in the work environment would lead job dissatisfaction and finally lead to a voluntary turnover or intention to leave the industry.

However, benefits are only one of the various factors in the employees and interns' work environment that may contribute to job satisfaction. Factors such as relationships with supervisors and co-workers, and the opportunity for personal growth also influence job satisfaction and the intention to stay in the company. A delighted job climate would also affect job satisfaction (60).

Personal Growth

Considerable research (62)(63)(64) showed that employees who have strong individual growth requirement and also are satisfied with their work environment (wages, job security, co-workers and supervisors) respond more positively to enrich jobs than do employees who have less requirement for personal growth and/or who dissatisfied with their work environment. This situation can affect the design of personal growth path, and thus the internship programme design is discussed. Previous studies also agreed that complex and challenging jobs often enhance productivity, satisfaction, motivation and engagement of employees whilst working.

Moreover, employees or interns who have more requirements for personal growth and development whilst working have been shown to respond more positively to enriched their work than employees or interns with fewer requirements for personal growth. Employees or interns with more requirements for personal growth are paying strong attention to obtain a positive result from a complex and challenging job. Studies (65)(66)(67) provided evidence to

the existing relationship amongst personal growth from employees or interns and job satisfaction, work environment and job motivation.

Job Satisfaction

Job satisfaction is an attitude measuring pronoun related to the perception of past experiences whilst working to the current feeling from the position (68)(69). Job satisfaction refers to employees' general effective evaluation of their job. Employees' perceptions of job satisfaction are especially relevant in the hospitality industry due to its empiric relationship to hotels' outcomes, such as turnover intention (70). In the hospitality industry, job satisfaction helps to ensure that employee would provide the best performance while in the position (71). Shaw (72) proved a strong negative relationship between job satisfaction and the level of employee turnover if an individual's personal, positive affect is taken into consideration.

For those students in an internship, a well-arranged programme process with meaningful tasks empower them to manage tasks and practice the knowledge they obtained, which could be used to improve future internship programmes to encourage more students to stay in the industry (69)(73). Training is an important process throughout the whole internship that can provide students confidence and job satisfaction (74)(75). Thus, a well-arranged internship can influence students' future careers through job satisfaction. In other words, high quality of internship would enhance students' job satisfaction and intention to stay; improving the quality of internship drives job satisfaction, which in turn, contributes to students' intention to stay working in the hotel (76). As a result, job satisfaction is important for students to stay in the industry of hospitality.

Service Climate in Hospitality Industry

The service environment is a workplace with an atmosphere, tone or ambiance indicative of the strength of the service imperative within a service organisation (77)(78)(79). Previous research showed the significant influence of past experiences on interns' psychological and emotional well-being and motivation, which are greatly affected by the working environment (79). Ram et al. (77) also proved that a positive work environment is positively correlated to the service climate. The positive working

environment which favours a service climate can lead to behaviours and attitudes in people in the workplace which in turn in higher value and better results (79)(80)(81).Existing literature on service quality showed that creating and maintaining a climate service for employees is important to an organisation to deliver excellent service effectively (77)(78)(82). In the case of service climate, the evaluation criterion would be customer satisfaction (77)(83). The concept of service quality could also be adopted between the hospitality industry and interns. The industry is likely to deliver well-arranged internship experience to students when the industry was eager to keep interns as high-quality potential employees (84).

In this research, the climate for service refers to hospitality industry perceptions of the practices and procedures that benefited and affected internship arrangement, internship quality and interns' satisfaction and intention to stay in the industry (85). The industry's perspective of internships was studied across a range of disciplines including human resources and training (86). The service climate is built on the foundations of caring for interns. The importance of internship in the industry should be delivered to the hoteliers.

The climate construct relates to the consensual beliefs amongst the students and employees about the industry or hotel's policies, procedures and practices that are supported and rewarded (87). A climate for service rests on a base of fundamental support of resources, training, managerial practices and the assistance required to perform effectively (85).

Finding out from the labour market about what the interns expect from the industry and internship experience in terms of internship arrangement is important for managers. This information should be then analysed and disseminated to the co-workers besides interns, particularly the direct supervisor of interns and colleagues in the same department. This information would help management to create the right work environment and other plans for delivering the expected internship arrangement. Management team can recruit a suitable type of supervisor taking charge of internship arrangements or training existing employees for familiar with the internship arrangement to provide a well-arranged internship. Proper procedures, equipment, tools and technology should facilitate the satisfaction of internship in

the industry and interns' perspectives. The functions of operation management, departments and human resources should work together to create a cohesive internship environment.

High Turnover in Hospitality Industry

Labor turnover had to become a critical problem for the hospitality industry recently. Researchers (88)(89) directed their attention to the disadvantageous working environment, stress, long working hours with poor wages, heavy workload and poor training programmes. Seta et al. (90) indicated the factors influencing employee dissatisfaction and the organisation's role in enhancing employees or interns' commitment towards the company. They argued that proper training, work progress, and compensation could improve employees and interns' satisfaction towards the organisation.

Existing research (91)(92)(93)(94) argued that intention to leave the industry or a company begins when an employee has received an unfavourable situation, which causes dissatisfaction and thoughts of switching to another job. Turnover intention is a crucial stage before the actual turnover occurs. Unsatisfied expectations can lead to turnover intentions, which force the employee's turnover. According to Bigliardi et al. (95), turnover from a current job occurs after people start thinking about staying or leaving; although the employee might have a high intention for turnover in a short period (96). Turnover has become a problem with all jobs but considered serious with effect on the service sector (97). In this case, researchers argued that high turnover is a critical problem in the hospitality industry (98). Bad working environment, poor management, low wages and paucity of job opportunities are the highest causes of turnover (99)(100).Involuntary turnover unavoidably leads to direct negative results and job dissatisfaction, such as work difficulty, job insecurity and status fluctuation (101).Previous studies proved the Mobley Model (102) by proposing steps for employee heading towards dissatisfaction and quitting their job. These proposed steps showed the relationship between turnover and job satisfaction. Seven stages were determined between job satisfaction and turnover (97). Mobley asserted that these steps started when an employee faced a case of dissatisfaction, which leads to the thoughts of turnover (93)(97)(103). Figure 6 explains the Mobley Model (102) idea.
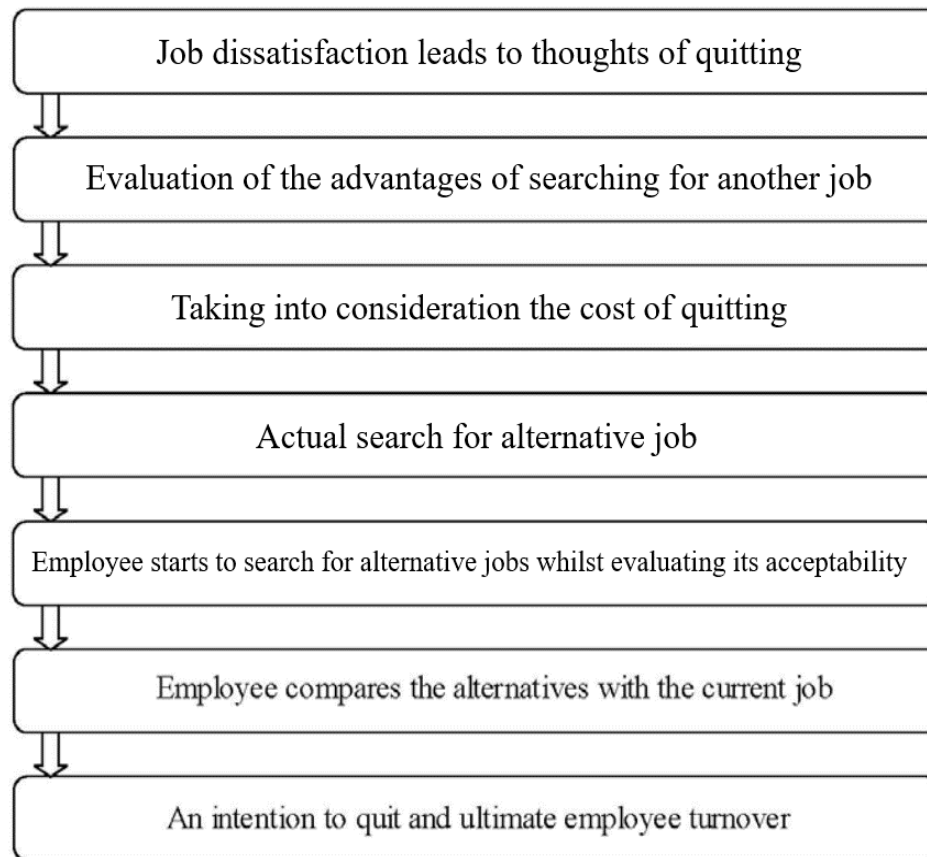
Figure6. *Employee Dissatisfaction Steps to Turnover*

Source: *Mobley, W. H., 1977*

METHODOLOGY

Research Design

This study used a descriptive design and qualitative approach. Students majoring in hospitality management and hotel practitioners in Macau were chosen as the respondents to understand the main factors influencing students' career planning after their internship experiences.

This theory was used to analyse the current situation and research and provide a better understanding. To provide a precise result, researchers analysed gathered information and collected data (104).

The descriptive research design, focus group and in-depth interviews with semi-structured question were used to collect data for further examination of key factors affecting Macau hospitality management students who started planning their careers based on their internship experience. Meanwhile, the research for the industry practitioners would use focus groups as the way of interview. Non-probability sampling was useful for this study, particularly the judgmental sampling because the respondents are specially selected by the researchers based on the research objectives. The students allocated from the social media platform such as Facebook and Instagram. Students provided information to be a potential interviewees, for those who are willing to participate, they need to fulfil the requirement which had completed the internship over the last few years. For the industry practitioners based on the university internal 's details and send email to the practitioners and see they can accept for a focus group for further elaboration in the issues of internship.

Research Process

The questionnaire will be sent to three industry experts to ensure no misunderstanding is found in the questionnaire.The target sample size was 22 Macau hospitality management students with internship experience and 8 hoteliers in the Macau hospitality industry with intern training experience. The interview followed the respondents' language preferences. The questionnaire gave to respondents in advance to allow them a period to consider their answers.

Throughout the process of interview, one-to-one interviews, which lasted approximately 45–60 minutes, while the focus group interviews would last approximately 60–90 minutes via internet which are used to avoid participants' fatigue. Comments provided from the respondents according to theoretical saturation. The audio recording during the whole process to ensure mutual understanding between the researcher and the interviewee.

The contact information recorded by the researcher to verify anything unclear found on the further research. The interview with students held with enough time and in a quiet, undisturbed environment like a cafe, library, office and similar locations to ensure the respondents can present their thought and opinion as much as possible. For industry practitioners, focus groups were conducted via MS team on-line. Content analysis used to highlight the keywords and provided a themes for clearly indication.

RESULT AND DISCUSSION

Based on the finding collection, we divided two segment groups. For students we conducted as individual interview while industry practitioners we conducted two focus groups within four weeks. Invitation email sent to industry practitioners in advanced .Consent form provided to two parties included students and practitioners aims to provide research information and reduced their concerned. Based on the student's interviewees, their profile as follows:

Twenty-two participants were invited in this study (Table 1). They were used to interned in ten hotels in Macau. The interviews were lasted approximately 40mins to 60mins with audio recorded. Since this research would require hotel management graduates from Macau's universities which owns hospitality internship required by their faculty before graduated. While the considering for interviewees' memories of their internships were clear enough to ensure the accuracy of the research.

This research would select the respondents who have graduated one to three years ago from universities.

 Thus, the age of the interviewees ranged from 22 to 26 years old and was distributed as follows: 45.4% (10 out of 22) were 22 to 23 years, 54.6% (12 out of 22) were 24 to 26 years. Around 54.6% of the participants (12 out of 22)

were female and 45.4% (10 out of 22) were male.

In terms of the intern department, 31.8% (7 out of 22) were interned in Front Office department, 22.7% (5 out of 22) were in Concierge/Bell department, 13.6% (3 out of 22) were in House Keeping department, 9% (2 out of 22) were in Call center department, 9% (2 out of 22) were in F&B department, 4.5% (1 out of 22) was in Club Lounge department, 4.5% (1 out of 22) was in Sales & Marking department, 4.5% (1 out of 22) was in Guest recognition department.

Regarding the intention to stay in the Macau hospitality industry after their internship, 50% (11 out of 22) showing the willingness for a continuing stay in the Macau hospitality industry after their internship.

For the Industry Practitioners, Profile As Below

Eight participants were invited in this study (Table 2). Interviewees had been separated into four hoteliers in each group. All the interviews had lasted approximately from 60-90 minutes with audio recorded. The interviewees were interns from six hotels in Macau and the age of the interviewees ranged from 28 to 45 years old and was distributed as follows: 25% (2 out of 8) were 27 to 29 years, 37.5% (3 out of 8) were 30 to 32 years, 12.5% (1 out of 8) were 33 to 35 years, 25% (2 out of 8) were 42 and above. 50% of the participants (4 out of 8) were female and 50% (4 out of 8) were male.

In terms of the department, 12.5% (1 out of 8) were in Front Office department, 25% (2 out of 8) were in Human resource department, 12.5% (1 out of 8) were in House Keeping department, 12.5% (1 out of 8) were in Butler service department, 12.5% (1 out of 8) were in F&B department, 12.5% (1 out of 8) was in Administration department.

About the length of working in hospitality industry, 62.5% (5 out of 8) were entered in this industry within 5 years, 25% (2 out of 8) were entered in this industry between 6 years and 10 years, 12.5% (1 out of 8) were entered in this industry around 20 years.Regarding the numbers of times training interns, 50% (4 out of 8) were had experience of training interns within 10 times, 25% (2 out of 8) were had experience of training interns between 11 to 20 times, 12.5% (1 out of 8) were had experience around 30 times, 12.5% (1 out of 8) were had experience more than 50 times.

Does Students and Hotel Practitioners Have the Same Expectation Towards to Internship Program? A Case Study in Macau

Table1. *Profile of interviewees- Students*

			(1)Students		
No.	Gender	Age	Intern hotel & department	Number of times participated in the hospitality internship program	Intention to stay in Macau hotel industry after internship
P01	F	25	The Ritz-Carlton, Macau, Concierge	3	No
P02	M	24	Crowne Plaza, Macau, House Keeping	1	No
P03	F	26	Studio City, House Keeping	4	Yes
P04	F	25	Star World Hotel FO	4	No
P05	M	25	Galaxy Macau Concierge/Bell	3	No
P06	F	23	The Ritz-Carlton, Macau, House Keeping	2	No
P07	M	24	The Ritz-Carlton, Macau, Club Lounge	1	Yes
P08	F	23	JW Marriott, Macau, Call Centre	3	No
P09	M	22	Galaxy Macau, Concierge	3	Yes
P10	F	23	Grand Dragon Hotel Macau, Sales & marketing	2	Yes
P11	M	25	St. Regis, Macau, Call center	1	Yes
P12	F	23	The Ritz-Carlton, Macau, Guest recognition	4	No
P13	F	24	MGM Macau, FO	3	No
P14	M	23	Wynn Macau, FO	1	Yes
P15	F	23	The Ritz-Carlton, Macau, F&B reservation	3	No
P16	M	24	Galaxy Macau, FO	2	Yes
P17	F	24	Grand Lisboa, FO	1	Yes
P18	M	26	Broadway Macau, FO	3	Yes
P19	M	23	JW Marriott, Macau, Guest service	2	Yes
P20	M	23	Galaxy Macau, Bell	2	Yes
P21	F	23	Sheraton, Macau, FO	1	No
P22	F	24	Galaxy Macau, F&B	2	No

Table2. *Profile of interviewees- Industry Practitioners*

			(2)Hotel industry practitioners		
No.	Gender	Age	Hotel, Department, Title	Length of working in hospitality industry	Numbers of times training interns
P23	F	31	The Ritz-Carlton, Macau, Club Lounge, Supervisor	4	20
P24	F	30	Parisian Macau, House Keeping, Supervisor	6	10
P25	M	31	Galaxy Macau, Butler service, Training supervisor	5	20
P26	F	28	Wynn Macau, Concierge & FO, Training supervisor	3	10
P27	M	45	Wynn Macau, Human resource, Director	20	More than 50
P28	M	35	Venetian Macau, Food safety department, Manager	5	9
P29	M	28	Venetian Macau, Administration department, Supervisor	3	6
P30	F	43	Macau Crown Plaza, Human resource, Manager	10	30

RESULT

The Perception Towards to the Internship Arrangement for Students and Industry Practitioners

From the students' perspectives, they have shown positively in their perceptions. They had expectations for improving and enhancing their service skills after completed the internship. They though internship can gain operational skills during their training. Familiarization with the required job content, actual skills, and knowledge. Some interviewees would see their internship as an opportunity for enhancing their industry working experience. Besides, some of the interviewees would precept this internship as a necessary process before their graduation required by universities' course outlines. Regarding to the interviewees' expectation to their internship, the result shown students' interviewees want to gain a reference for their careers plan. Results demonstrated students had

expectations of their working environment, relationship with colleagues and remuneration. Students asked about the details of the internship and related arrangements from both university and hotel/ department on behalf of understanding the overall process. Those questions tent to find out the potential reason for students to plan their career base on the internship experience. Through the internship process, universities mainly providing job fairs, recruiting forums, school's website and posting flyers as a platform for giving information to students. A certificate of internship would also be offering to students as a document to prove students' legality to intern in Macau since a lot of students were non-locals (most are Mainland Chinese) who were prohibited to work in Macau with a student visa. All the interviewees would require to complete an internship report throughout the internship process. Thus, the universities would be holding an internship report guide with their tutors. The class would be held from twice a month to once every three months. However, students might not able to attend class since students had different shift arrangements in their department. Accordingly, some students would felt dissatisfactory to the universities' due to limited support and consultation.

By the discussion towards students' opinion of internship, all the interviewees had a strong impression on the training process since that is a period that students receiving the most attention and care from colleagues. Also, that time all the students had learnt the majority of practical skills and knowledge; discovering the most difference between expectation and actual; understanding the most actual situation in the workplace. The entry and training process are the first stage for students to come into contact with their own company and department .

Their presentation might affect students' evaluation and over feeling about the hotel and department. Most of the interviewees explained that their department owns training experience towards interns and would arrange a personal trainer for interviewees. Some of the hotels would also arrange a training department or training manager for especially monitoring training processes which ensuring the training quality. A well-designed training with a systematic process, acceptable arrangement and flexible training methods would help interns speed up the working process and familiar with their job content in the department and position.

During the training, some of the interviewees had received personalized care from their trainer, colleagues, supervisor, the manager which showing their attach importance of training and interns. Some managers and trainers arranged meetings for offering a more suitable training plan to interns which allowing intern students better adapt to their internship, satisfied with their position, and think highly of their department and their internship experience. For inspection of training results, some of the department holds graduated testing before interns' solo shift, the trainer would be having a role play with interns for a better training result.

From the industry practitioners' perspectives, during the focus groups sharing interviewees demonstrated positive perceptions of the internship program as interns can reduce their workload and labor costs. And most of the interviewees would willing to help interns for better adapt to this industry. Hotel practitioners had a basic understanding about all the universities were playing an important role in their internship program. Most of the universities prefer industry 's in assist for achieving the best result to their students .To provide a win-win situation, therefore, industry practitioners more likely to accept and willing to cooperate with universities especially at the recruiting stage. During the training stage, hotel practitioners would well-prepare for all the arrangement for interns. As can be seen from the interview results that industry practitioners would prefer to offer a details and well organize method to facilitating the intern to pursue the best training results.

The Factors That Affect Students' Future Career Planning Cause of Internship Experiences

Student respondents said they were satisfied with the overall arrangements of the internship by gradually master the skills, knowledge, and ability that were very functional at the position in their opinion. As interviewees thought the internship would better introduce themselves to their future career, realized for acquired expected skills and knowledge would be the primary cause for interviewees satisfied with the internship. Moreover, gained unexpected skills, knowledge, and experience would further improving interviewees' overall evaluation towards internship and positively influenced students' willingness to stay in the industry. Therefore, this research had covered the

question of asking about the unforeseen situation and their feeling regarding further looked for the reasons that affecting students' career planning. Through the result, more than half of interviewees (11 students) rethink their career planning base on the unexpected gains. The unhappy and frustrated experience might lead to quit. Result showed a strong desire for leaving hospitality. Half of the interviewees would prefer to stay in the Macau hospitality industry but only several interviewees had a long-term plan to stay in Macau for their career. Even some of the students said that they might leave Macau or choose to return to the place of original.(see Table 3 as below).

Table3. *Majority reason for interviewees (Students) future planning after their internship*

Future planning	Reason for staying	Reason for not staying
Hospitality Industry	• Found more interest for developing their career plan • Enhancing skills and knowledge	• Heavy workload • Shift arrangement • Lacking for respect by the others
Macau Hospitality industry	• Satisfied with their position on their internship • Gain employment opportunity • Familiar with the working environment • High empowerment and support by company	• Policy limited to further promotion and retention • High pressure
Mainland China Hospitality Industry	• Back to the origins home town in China	• Low paid , poor package
Further education	• Expand their career bath	N/A
Other industry	• Found other interest in their career planning	N/A

As shown on the above (Table 3), some interviewees explain their reason for left the Macau hospitality industry due to political reasons or show dissatisfaction with the industry. The result shows that the reason for interviewees gave up the hospitality industry would due to heavy workload, disordered shift arrangement, lacking respected by others or found interest in other industries. Others, the reason for not choosing the hospitality industry in mainland China would because of lower remuneration. Those interviewees who decided to enter other industries had explained that they found interest in another direction. Some students would decide to go for further education to strengthen their career paths. One student explains the reason to quit because he need to return to China .As they felt more comfortable and safe compare to Macau this competitive region. Students who show the reason for continuing working in the hospitality industry were because they found their interest in the industry and enhancing professional skills and knowledge by attending in this industry. Finally, the reason for student's intention to stay in the Macau hospitality industry would because they satisfied with their position on their internship experience. They gain employment opportunities from the internship, they familiar with the position and department, and they own high empowerment and support by their company. Indeed, not most of the students they had the same positive experience. Explained by students, factors that mainly influencing internship satisfaction would be remuneration, workload, and working pressure. Most students also concerned it may be so difficult for them to remain working in Macau .Since after the completion of their internship, under the government rules and policy it was not easy for them to staying in Macau. Therefore, such as promotion or retention may be so difficult for Mainland Chinese students, which will be the main cause which lead students very often want to quit after their internship. From the industry practitioners'explained sometimes interns provide a good performance and high ability which benefits themselves and the department's operation. Some interviewees would surprise the way how interns do their work with good response from the guest, which would positively affect the department's performance to guests as interns bring new ideas of the department's operation. This is also the reason why the department and management often welcome interns as fresh blood to join the daily operation. However, sometime interns have high expectation, if their actual working condition is lower than their expectation; the interns will performance negatively in their position.

Therefore, it is crucial to provide a realistic expectation towards their internship, as result it can narrow the gap between the organization and the interns. Provide their job satisfaction as interns can have a better understand about the industry. For future long run, it can serve as a reference point to their career planning.

Recommendations for Industry Practitioners and Universities how to Uplift Their Internship Arrangements and Enhancing Students' Job Satisfaction and Future Career Planning

Overall the result from students would recommend their universities provide more information about the industry before recruiting; delivery practical skills and knowledge, and make preparation before their interview ; suggest and advice the job nature to the student before they selected the hotel and position; earlier arranged job fair or recruiting forum , in a good time management is cruical; offered more and flexible support for internship report, and also help student had a better psychological preparation before they enter the hotel /department.

For the industry practitioners' perspectives, interviewees would suggest improving the training process for better results and uplift the interns overall thoughts towards this industry. Offered better remuneration and working environment can provide attraction to the talent .To reduce the leakage of the human resources , retain the best talent for the industry, industry need to provide a better working environment to the intern and retain the labour force in the industry.

Besides, government needs to provide a flexibility human resources policy, therefore, Macau can be stay more competitiveness in the Pacific Region. By questioning the industry practitioner, interviewees would suggest interns to planning their careers before the internship and revise the plan according to the actual situation. Interviewees also advise interns to have a positive attitude, be more active in the work place, more communicating with their supervisor, manager, and colleagues for gaining extra industry experience from others as an additional reference for their career planning.

Discrepancy Requiring From Students and Industry Practitioners

The researcher found different requirements between students and industry towards internship.

Students would considerate practitioners provide a comprehensive training course to them in advance before they started their internship. While industry practitioners would require interns to be actively at the position and raise the question and solve their problem immediately. Both parties had a gaps according to their expectation.

Limited their training, it will decrease the service quality and the satisfaction towards internship. Furthermore, the industry practitioners would encourage interns to have more discussion with them. As the spoken of interviewees from industry, more communication would help students in better planning to their career.

Since industry practitioners could give suitable advice for students while students were lacking experience as serve as a reference to support their career planning. Besides, students concerned more about the operational skills and knowledge apply to their daily duty but the industry practitioners thought positive working even more crucial than the operational skills and knowledge.

A positive attitudes may lead students have a clear pictures and what to expect in their future careers path. Lastly, the industry practitioners would suggest interns need to pre-plan their career path before the internship commence and re-design the plan according to their needs and actual situation while some of the students would involve into internship without any plan, which might cause of time wasting.

IMPLICATION FOR THE INDUSTRY PRACTITIONERS

As mentioned the actual situation in the Macau hospitality industry which are high demand for human resources with a quality or professional skill. A shortage of human resources will degrade the service quality and affect the hotel development .Since the hospitality industry in Macau was one of the large pillar, attract the best talent can benefit the industry and also keep the region stay competitiveness.

Industry practitioners should provide a positive learning environment for the students, as result it can facilitate their learning skills and enhancing their knowledge, therefore in the long run for Macau it can provide sufficient labour forces in the industry. The result demonstrated a positive internship experience will create interest in their job, suitable environment and

empowerment will lead to the students to job satisfaction, they are more willing to stay in the industry much longer, provide a long term planning in their career. Therefore, an effective internship program can add value to student in their career planning.

For training process, industry need to provide a flexible training .Training should include details and organized itinerary for interns which address the special needs for the students. Besides, management should provide leadership to the students, relevant supervision should be needed. Physical support and empowerment can motivate interns their working performance. Safe and good working environment must be need for interns.

In the job design should according to students' the personal characteristics, behavior and performance for right human resources management. When doing the job analysis and job design, its better come with communication to the universities, allocate the right students for assign the new duties to the interns. More communication to the students and universities is crucial, it can identify the needs of the interns as result they can recruit the right candidates and avoid the leakage of the labour forces.

Implication for the Students and Universities

For students they need to have more information search before they started their internship, they should be more realistic approach .Furthermore; students need to be well equipped before they have their career planning.

They need to understand the nature of hospitality industry, such as encounter overnight shift, company policy, working condition or different promoting system from an organization. Students need to know how to deal with the unexpected situation and problem solving. Adopted their learning and transferred to their real life situation. Students their role should provide an active learning, suggest to have more communication with their coach or tutor in planning of the future career. From the universities perspectives, it need to support the students during the internship. Provide on-going communication between student and practitioners.

When universities crafting the internship program, they need to understand the students' need and highlighted the challenges and the nature of the industry. In university program can combine the theory and practice to the students.

Relevant and update information can provide to student before their internship arrangements .On-going consultation should be needed and make suggestion about their career planning and development for their future.

Limitation and Further Research

As for this qualitative research which gains information by secondary data, focus groups interviews and in-depth interviews, but this research still has several limitations. Firstly, this study is limited in a sampling size of 30 respondents with a small sampling size. Secondly, this research limited in the situation of Macau hospitality industry, others industry must potentially have different results.

Thirdly, this research limited in the period of data collection for less than 6 months, which might generate a deviation result because of the small sampling size and short-term data collecting. Moreover, by selecting the respondents that just graduated in these three years for ensuring the accuracy of respondents' memories of their internships, there will be some boundedness in the research results. Future research may adopt in enlarge the sampling size, extend the data collecting period. Suggestion can be adopted mixed method approached include qualitative and quantitate research.

Furthermore, as mentioned that three of the main stakeholders of the hospitality industry (Students, Industry, and Institution), this research had mainly focus on students' perspective and asking industry practitioners' point of view as a reference. The future research may examine the opinion from the institution for giving more suggestions and data supporting for further research.

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