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**An Interpretive Study of Hotel Operational Management Issues in Malaysia: Managers’ Perspective**

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**ABSTRACT**

This study presents an analysis of the challenges faced in managing hotel operations in developing countries with special references to Malaysia as a part of the developing world. Past literature in the area of hotel management issues were mainly exploratory in nature, however, deeper understanding of hotel operational management issues and how it occurs is still lacking. Descriptive findings of this study could enhance hotel managers’ problem solving skills as well as to path new directions for future empirical studies. In-depth interview with 26 hotel managers were conducted in understanding their respective challenges and possible reasons to such incurrence. It was found that the challenges in managing hotel operations were poor staff productivity, maintenance of up-to-date facilities, managing foreign employees, poor employee retention rate, and managing shareholders’ expectations. Factors to these challenges are related to poor recruitment and staff development practices, no revision of standard operating procedure, unsupportive working environment, ineffective management of emotional labour, owners’ intervention in operational decision making, and heavy reliance on outsourced manpower.

**Keyword:** Hotel Management, Hotel Operation, Hotel Issues, Hotel Challenges