

How To Evaluate Job Applicants Possessing Hotel-Industry Licenses -- An Assessment of Department of Hospitality Graduates In Taiwan

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Abstract

University Departments offering programs to obtain a Bachelor's Degree in Hospitality, Tourism and Recreation Management are now proliferating throughout Taiwan at an alarming rate. While the names of these degree programs may differ, the nature of their content does not. Each program duly advertises that their teaching approaches possess unique features which increase the complexity of differentiation for the students selecting a school to enter. Meanwhile, the respective industry has grown concerned about the overall quality of education that these programs offer due to the lack of informational transparency and unsubstantiated claims. This study compares the relative changes in the number of diplomas issued by the Taiwanese Ministry of Education (MOE) and the amount of licensure issued by the Taiwanese Ministry of Labor (MOL), as complemented by surveys. A deduction has been made that, from the viewpoint of the industry, the relative importance of a job applicant's possession of certifications and/or licenses has declined year-on-year. The following conclusions have resulted: 1.) Practical work/internship experience is deemed to be of more importance than certifications; 2.) Linguistic certifications are preferable to hospitality certifications; and, 3.) Certifications have no appreciable impact on the starting salary of a job applicant. This study suggests that academic institutions offering such programs should pay closer attention to current employment market trends. Clear differentiation of program offerings is encouraged to assist potential candidates in determining unique departmental or institutional characteristics and strengths instead of engaging in the never-ending competition of near-meaningless certifications. (246)

Keywords: Hospitality administration, Accreditation, Information asymmetry, [Theory of screening](#), Public interest theory

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1. Introduction

Although there are no organizations specialized in the qualitative evaluation of educational institutes specializing in the tourism and hospitality (T&H) industry, such as Accreditation Commission for Programs Hospitality Administration (ACPHA), there is a "Higher Education Evaluation & Accreditation Council of Taiwan". It is semi-official in nature, and it acts as an evaluation board made up of university professors whose task is to perform regular visits to local universities and review T&H departments in question. Since 2011, tourism and hospitality has been established as an independent doctrine which is subject to evaluative scrutiny.

Departmentally-issued evaluations, certifications and licenses whose sole purpose is to certify an individual's skill-level and competency are based on the singular accountability of the institution issuing the document. This eventuality has reduced the confidence which the industry has exhibited in the respective departments because of a fundamental lack of consistent oversight. On the other hand, it may be observed that before the emergence of any evaluating organizations similar to ACPHA, the rate of certification or a licensure has undoubtedly served as both an important indicator and incentive for the students, parents, industry and the public to determine whether or not said school provides quality education to its graduates.

Catering and tourism-related professional education has gained in relative importance because of governmental impetus to establish sustainable industry in lieu of the diminishing tech-industry sector in Taiwan. However, despite the genuine growth of this academic segment, review mechanisms for practitioners has become increasingly questioned due to incomplete or insignificant "professional licenses offered by a range of" educational institutions", "employment agencies" and "employers". The link between each institutions and the "licenses" they may provide at considerable cost is one of the key reasons for the evolving role of universities today. It is therefore instructive to consider the historical context and to re-examine current patterns of education in the T&H industry.

II. Literature Review

1. Hospitality Education Origins

From the perspective of educational institutions looked at from a hospitality license-related context, hospitality education in Europe and America has been important as early as 1922. The founding of the Lausanne Institute, a U. S.-recognized hospitality education system, was implemented in early 1989 to supplement a dedicated European organization previously formed in 1971 which acted as the sole accreditation system for Hospitality Education (Bosselman, 1996; HCIMA Accreditation, 2003). This may be compared to sightseeing-hospitality education located in Taiwan, Republic of China, which began over 50 years ago. In 1965, the private Hsing Wu College established the first tourism industry management department to offer domestic, institutional level hospitality-tourism education, albeit almost 40 years behind the start up of the Lausanne Institute.

According to Hong (2003), Taiwanese hospitality education began in 1965 at the Hsing Wu College of Business (now Hsing Wu College). Culture University pioneered tourism industry in 1968; and, in 1995, the first professional school of Hospitality was opened at National Kaohsiung Hospitality College (now Kaohsiung Hospitality College). Since then, the proliferation of Taiwanese hospitality, tourism and recreation departments has mushroomed. The evolution of the faculties' names provides a clear picture of their direction and purpose: "sightseeing" and "domestic" are the names of the earliest curriculum. It was later subdivided into segments such as domestic food and beverage management, hospitality management, and culinary skills (Western / Asian). Likewise, tourism has been gradually broken down, or re-integrated on a topical basis, so that hotel management, tourism, travel transportation, leisure, recreation, have been further integrated into recreational sports, recreation, leisure, health, tourism-cum-recreation management, hotel and food prep.

Hotels and other tourism-related entities, such as catering departments (Food and Beverage) have shown a similar pluralistic outlook. Taiwan's hospitality-related faculties' names reflect extreme diversity, so from faculties' names it can be found that there are still many faculties which use the name as a single school. Many names are pluralistic in nature and combine similar departments. This is done in their advertised list of teaching characteristics, but also it increases the complexity of what is offered to the students studying at select schools.

This study suggests that the practice of loosened nomenclature affects the hotel industry and hospitality-related businesses because graduate school job seekers have learned to interpret their skills to match the job at hand.

2. Hospitality Education Accreditation System

The provision of a recognition system (e.g., for purposes of accreditation) means that some form of identification takes place through certain procedures that take place for an institution to become recognized as having a certain quality assurance that will facilitate future job placement of associated graduates. Some public services, such as those found in the United States, schools, nursing homes, hospitals, etc., are not directly approved by federal government standards, which means they can not guarantee a certain quality level of assurance despite the well-being of all the people involved. Therefore, the design of an accreditation system, through certain authorized institutions (which may be official or unofficial) must be implemented to identify the quality of these related institutions (Lin, 2006).

Accreditation by the American university system is done through voluntary participation by institutions of higher learning to examine whether the schools' developmental goals and external standards meet established qualitative standards. This includes university institutions and hospitals. The process of accreditation recognizes two doors. For example, in 1989 the **Council on Hotel, Restaurant & Institutional Education** (CHRIE) established a hospitality education council executive committee, Accreditation Commission for Programs Hospitality Administration (ACPHA) to evaluate hospitality-oriented four-year colleges and university education departments. The Commission for Accreditation of Hospitality Management Programs (CAHMP) was established to evaluate hospitality education department for two-year community colleges (Hong, 2003). As for the UK, the Higher Education Quality Assurance Agency (QAA) was established under governmental commission in 1997 for all departments of higher learning to forward the planning of hospitality, recreation, sports and tourism areas. This system included a disciplines audit system (subject review) and a method of national evaluation (Qing, 2008).

In China, although as yet dissimilar to ACPHA, etc., the industry and academic institutions wish to participate in some form of educational review of hospitality-related departments in universities to insure teaching quality and organization.

However, with the establishment of the university system there must be approval made through competent governmental education authorities which are recognized as the basic-rights operations with executive power. Another relevant evaluative entity, albeit semi-official in nature, is the "Foundation for Higher Education Evaluation and Accreditation," formed as an expert evaluation group that visits universities in order to review universities at the departmental level (Hong, 2003; Shu, 2011). In 2004, the Taiwanese Ministry of Education (MOE) began comprehensive evaluation of university departments of hospitality, tourism and leisure-related areas which included finance, economics, business and management studies classes. In the second semester of 2011, according to the Foundation Center Education Fund Evaluation (FCEFE) began a large school faculties evaluation project entitled "Leisure, Tourism and Hospitality School Gate (H9)" as an independent, self-contained evaluation academic discipline that would offer continuous improvement oversight.

3. Hospitality practitioner's functional certification

Regarding hospitality-related subjects, the assumed departmental name and supposed characteristics portray the need for trust in institutions of higher education. Evaluation checks can facilitate the industry's understanding of whether or not qualitative training from both public and private schools is trustworthy by affording directly certified personnel functions and a professional licensure system. This situation will reduce the amount of poor quality of education information industry for the schools' opaque concerns.

Conversely, we have also observed that before the industry recognized appraisal organization ACPHA appeared, there was no real increase in the ratio of students and graduates who obtained relevant certificates. Certification and appraisal would positively influence students, parents, industry and public schools that evaluation provides an important indicator of teaching excellence. In recent years, graduates have had to obtain some form of special license as a condition of graduation. From the perspective of educational institutions, the accumulation of students' individual units of certification is a specific method to indicate school competitiveness.

As a result of multiple specific licensing to meet the graduation threshold, and implicitly that schools consider themselves to possess higher quality, the threshold trend continues to creep ever upwards.

For example, the University of Kaohsiung requires three catering licenses in order to gain graduate student admission. In addition to a foreign language certificate, students are asked to have two general professional licenses, or a high-order license (over B license), or an international license of some repute. Despite some licenses having already been made eligible to represent access to profitable business and large-scale government tenders, only one graduation threshold remains.

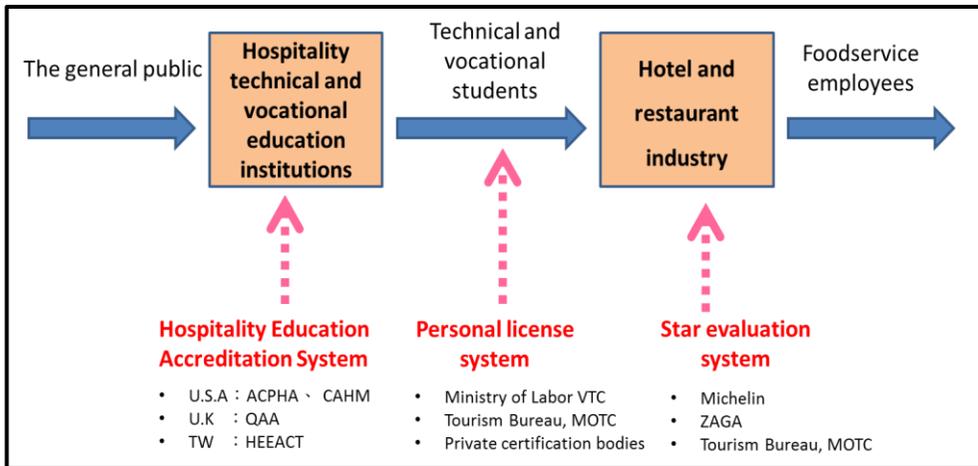


Figure 1. Hospitality Education Services Evaluation System

III. Employment agencies' perspective on the hospitality license-related context

1. For economic reasons

Since the introduction of the higher education policy in Taiwan, school transcripts and diplomas' reference values have declined within the hospitality industry. Both sides of the employment equation, schools and employers, consider that prospective employees must be recommended for their abilities in terms of employment. The license system market demand in Taiwan is an inevitable compromise (Chang, 2010). Licensure refers to the process of making documents certified so that the individual may be proven to have basic, specialized knowledge and the ability and technical capacity needed for the occupation. These individuals may become professionals through involvement in quality assurance mechanisms (Li, 2009; Zheng 2002; Yuan, 2004; Xiao, 1993). According to the *104 Job Bank Education Network* (2005a, 2005b, 2009), in recent surveys, over sixty percent of respondents received professional licenses in order to avoid unemployment and to enhance the competitiveness of their workplace.

While 82% of companies will interview those candidates who have a priority certificates, nearly 60% of companies hiring new people consider that candidates should first obtain professional licenses as a standard prior to employment. Occupational licensing for the job market is almost a given, not only because of the quality assurance mechanism it represents but also the qualified control measures it insures. Technical and vocational education certificates may serve as the midwife (Li, 2010).

From the supply side, job seekers in the labor market represent manpower as employers look for talent to meet the staffing demand. The two sides of the demand and supply equation should be able to successfully match-make by relying on the regular flow of quality information. Information related to job openings and candidates should become more transparent so that a more efficient allocation of labor can reach employers seeking suitable candidates. However, it is difficult to fully grasp the employer's perceived ability to seek out qualified applicants (Li, 2010). Spense (1973) proposed a "filter theory" as a reference to confront an information asymmetry in the labor market: Employees are able to articulate their individual level of productivity, employers possess no knowledge at this time, and education may be regarded as a signal.

In this way, it is assumed that productivity is inversely proportional to the cost of education and employment; that is, highly productive people can spend less cost to access education, and less productive people must spend more to achieve the same results in education cost. The resulting higher level of efficiency demonstrated by those with education may result in high productivity; whereas, less-educated people may be considered to have lower productivity. Hsin (2011) argues that the same license obtained through education, can be regarded as a signal to distinguish marked differences in productivity

The presence of education, experience, and licenses will usually signal that a candidate will be able to facilitate the hiring process. We can say that job seekers' licenses hasten and enhance the efficiency of information transfer between the two sides. From the employers' perspective it is of real economic significance.

2. By reason of public benefit

Information asymmetry in the relationship between professional services and consumers may constitute a justification for the statutory control and regulation of professional licenses governing service-staff behavior which is part of the academic welfare theory of alleged regulatory policies (Leffler, 1978; Leland, 1979; Shapiro, 1986; Graddy, 1991).

A license system can possibly safeguard the public by preventing the hiring of staff unable to provide the ability of acceptable service (Jaeger, 1986). By ensuring a certified license to qualified licensees with professional dedication excludes those who do not have professional qualifications and thus prevents damage to the interests of the consumers. We can also say that the purpose of the implementation of a licensing system, mainly in the social screening for qualified professionals, safeguards the interests of the community as a whole (Fok, 2007). For an industry with practitioners adept at social perception and recognized social credibility, the hospitality industry needs all the peers and industry self-regulation efforts to reflect certain standards.

By the same reasoning, the employer has a license to hire personnel in key positions, or hiring personnel to oversee that there are certain percentages of personnel licenses. In addition to the social perception of responsibility, employers may feel relatively more fully protect the public interests if the staff is truly qualified to handle any contingency.

In fact, this study suggests that adherence to public interests is common to economic reasons. For example, *Article 184 of the Civil Code* and the *Criminal Law first 14 paragraph 1 state*, "Actors, though not intentionally, but whose plot should be noted, and to be paid attention to, without paying attention, determines who is negligent". In key positions it is necessary to hire personnel with a license (e.g., jet-skiing and other recreation facilities affect the Civil Athletic Association license issued for watersports). Likewise, the Ministry of Communications issues power-boat driving license; the Red Cross issues a water-safety / lifeguard license. An organization or potential employer can advocate good and responsible custodianship in the interests of their clientele.

3. To meet regulatory requirements

By adhering to thefore-mentioned welfare reasons, it is easy to understand certain professional duties should apply. Additionally, the Government may wish to enact relevant legislation that expressly provides for licensing requirements among hospitality-industry practitioners. Food hygiene and safety-critical Chinese Blicense, Western B, etc., or similar licenses may be piled upon an employees' driver's license. In the case of security personnel (i.e., fire safety and public security jobs) may be at stake.

In the Year 103, the Taiwanese Ministry of Education declared that "domestic legislation with the utility or industrial associations has pre-recognized a list of professional licenses.", which are as follows:(1) national examinationfor civil servants and specialized vocational and technical staff Examination,110 kinds; (2) the Executive Yuan,under the jurisdiction of a government-issued occupational license, has issued 217 kinds of regulatory effectiveness; and, (3) recognition of 216 licenses pertaining to professional and industry associations.

The tables listed below indicate hundreds oflicenses, which correspond to different areas of expertise demanding area oversight and regulatory requirements, where legislation has been requested, and where employers can not hire a certified person unengaged in related businesses. This idea is analogous to why a hotel restaurant does not employ physicians, pharmacists, or teachers. The reason for these restrictionsis based upon excluding those who did not contribute to a qualified practice can prevent damage to the public welfare.

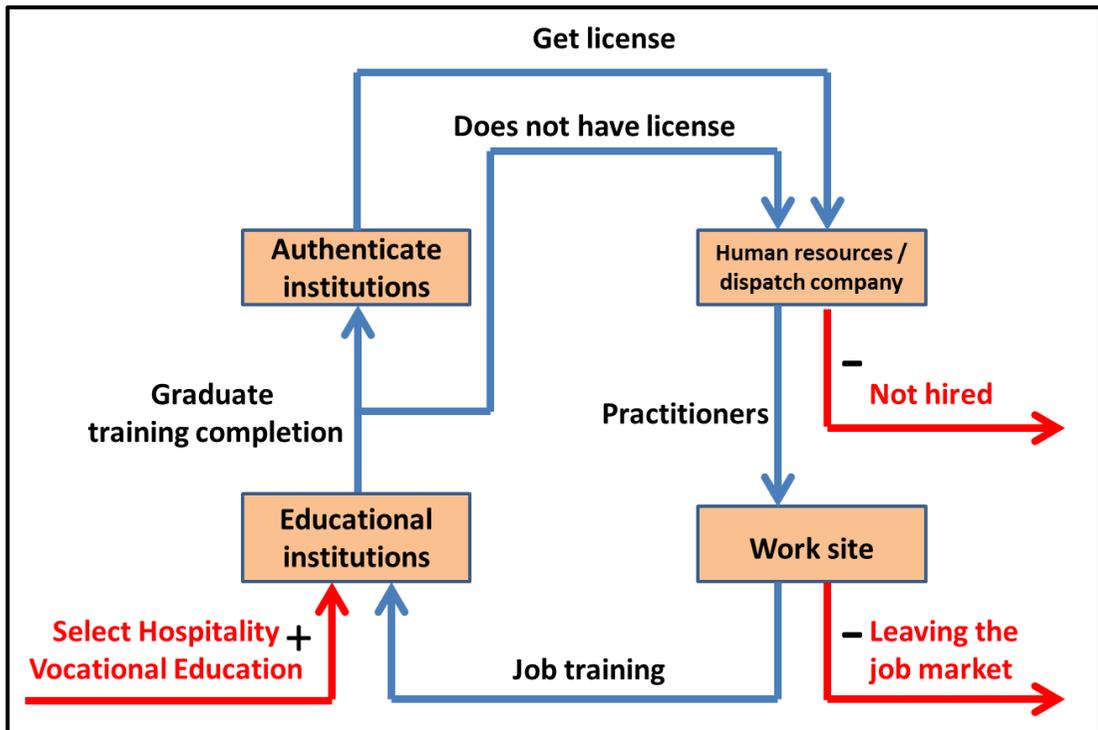


Figure 2. Hospitality practitioners foster system

Reflection on hospitality licensing from an institutional perspective

1. Teaching features disappearance

Because of the amount of diversity of in hospitality education, founding the U.S. Hospitality Education Accreditation System in the 1980s has drawn considerable attention to American tourism education (Guyette, 1981). There are some scholars who hold opposing views of what does or does not constitute such instruction. They have recognized that the hospitality-related education process of evaluation requires established evaluation criteria. Its affect is not only limited to course design and to the content of each department of hospitality by way of standardized school curriculum. Some schools' features will thus disappear. In addition, it is also believed that the hospitality industry is service-based, making it difficult to standardize content. Hospitality evaluation is unlike engineering or manufacturing industries that are far more easily defined in terms of standardized evaluation criteria (Riegel, & Powers, 1984; Kleek, 1984; Huang, 2011).

Once students obtain a social license to achieve the threshold of school performance, it may lead to crowding the faculties of tourism, housekeeping, food and beverage management, hospitality management, culinary, tourism, hotel management, tourism instruction, tour transportation, leisure, recreation, sports, recreation, leisure health, tourism-cum-recreation management, hotel and food purveyance, and tourism and catering. Hotels and other multi-style faculties will experience departmental consolidation and disappearance that gradually builds the trend for students to receive licenses and for all courses to be for the gifted.

Any hospitality accreditation system of educational institutions and relevant licensing system of individuals must take the diversity of hospitality education into account when making reform choices. There should become indicators available for the basic assessment threshold to appear, but the pursuit of increasingly irrelevant license qualifications means that diversity will disappear. The dynamic balance between relevance and qualifications is that the various institutions of higher learning should be taken into account whenever important changes are made that will affect not only the graduates but also the industry they will one day serve.

2. Vocational training in a higher education context

In recent years, many schools have benefitted from market popularity and lowered running costs through economy. These institutions chose not to invest inexpensive laboratory instruments and computing equipment because their enrollment provided a continuous source of ready income without consideration or competition. This was also quite true of tourism-hospitality and design-related departments. According to the national Year 104 (2015) tertiary institutions' meeting, the Ministry of Education statistics indicated that the manpower needs of industry for nearly a decade have not changed much, but the overall manpower supply for all the technical and professional institutions is in serious imbalance. This statement is justified by the fact that for tourism departments throughout Taiwan, the number for the Year 97 (2008) school term was 38,000, but the number increased to 66,000 in Year 101 (2012). The number of students in the field of engineering agriculture is relatively decreasing; however, the hospitality group enrollments have jumped the most, with an increase of nearly 8 percent in the past school term of Year 103 (2014) to almost 76,000.

It is a fact that related industries and manpower need no relative explosion resulting in additional graduates. We have invested in countless license examinations in the hopes of obtaining a competitive edge in the job market. What the hospitality-related departments, students, and employers need to know is the value of a license. According to the MOL-National Development Conference of Year 104 (March, 2014) statistics, only calculated for Class C, Band other food service-related technology areas, an issuance of 75,900 was made. The proportion of issuing educational certification is much higher than with other occupational groups.

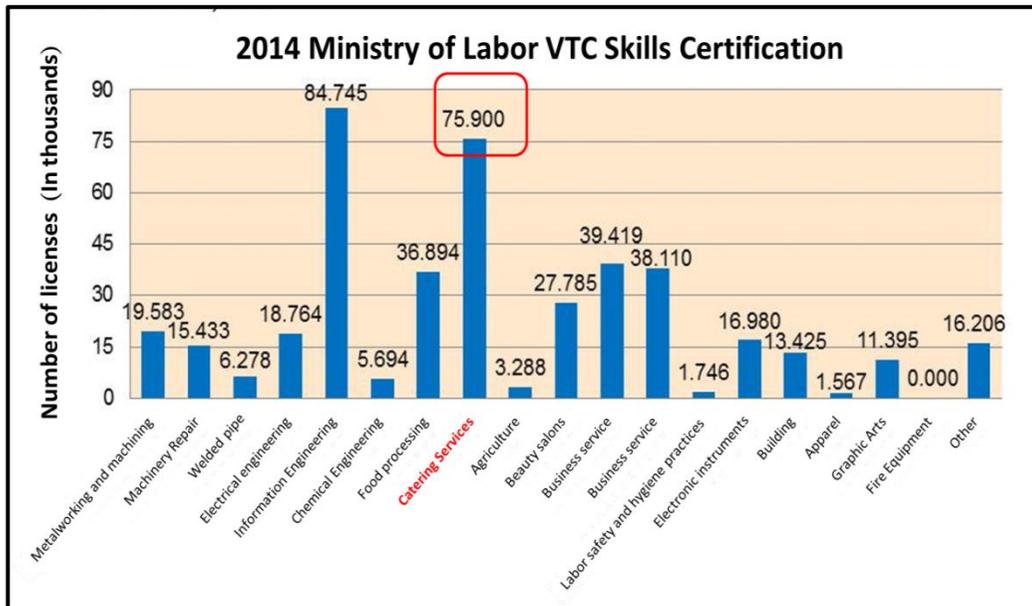


Figure 3.2014 Ministry of Labor VTC Skills Certification⁴

The decision of whether or not to partake of technical and vocational education will not be discussed here in, but according to the actual data, the growth rate is much higher than the number of students required for market growth. With the proliferation and expansion of Taiwanese hospitality departments, there does not seem to be more advanced research fostered while other technical and vocational education tends to occur regardless of the amount of vocational training involved. At least for now, the trend is clearly that hospitality-related departments tend to focus on vocational training, or even become a licensing agent through gifted classes.

⁴Data website : <http://statdb.mol.gov.tw/statis/jspProxy.aspx?sys=100>

3. The decline of social credibility

According to the above context, once students who have obtained licenses start to rate school performance indicators related to department of each school, schools have an added incentive to enhance and extoll this indicator. Qi(2009) stated that encouraging students to obtain a license will extend a new problem. Between the school curriculum and the license-exam there exists an awkward relationship.-if reformed, harder courses will make it more difficult to obtain licenses; or, does this mean that the school has an insufficient quality of curriculum?.

According to the above context, once students who have obtained licenses start to rate school performance indicators related to department of each school, schools have an added incentive to enhance and extoll this indicator. Qi (2009) stated that encouraging students to obtain a license will extend a new problem. Between the school curriculum and the license-exam there exists an awkward relationship- if reformed, harder courses will make it more difficult to obtain licenses; or, does this mean that the school has an insufficient quality of curriculum?. Current methods of dealing with the variety of hospitality-related institutions have gradually pushed aside the natural development of the school. Outside licenses may act as an incentive for industry commissioned license exams which replace regular business-related classes because of their immediacy. An entire class may be opened solely for the establishment of registration, exam-oriented lessons for an entire semester's exam practice, and finally the administration of the exam itself with students in their usual operating position and utilizing familiar equipment. The only difference is in the issuing unit sent to proctor the examination. Of course, such a license rate becomes higher because of its status, but such an event would solve the conflict between the course content and examination materials. However, if the school curriculum turns into instruction into "license cramming", the school in question's objective value would be entirely lost. As the long-term trend continues, schools are threatened into letting the community question the value of higher education and hospitality-relevant certificates' credibility as a whole.

V. Reflection on hospitality licensing from employment agencies' perspective

1. Selection loss

Hospitality-related departments currently provide over 70,000 graduates each year, of which 1.9 million bachelor's degree graduates (Year 103 (2013) statistics). Without considering the wide range of other civil society licenses available, screening certificates have seen a substantial decline in the number of licenses issued each year in tandem with bachelor's degree.

Other entities such as the Tourism Bureau (chief among license issuances; ABACUS, AMADEUS and other private companies in the aviation reservation systems licenses; USHIEA (U.S. Hotel Industry Education Association); Taiwan issued Hospitality Tourism Marketing Science Institute; and, those related societies, associations, etc. all may issue some form of certification or license. Therefore, it is easy to imagine a human resources manager of a hotel having difficult to have a clear understanding of these licenses social credibility since the names of both licenses and issuing bodies are so similar.

Since hospitality studies have entered the domain of higher education institutions, diploma reference value has continued its decline. Employment information asymmetry on both sides has occurred, and cross-checks simply do not flow. Applicants must make recommendation to the employment of their ability based on the license system market demand in Taiwan (Chang, 2010). The license system is gradually moving towards becoming a generic outlet. In this event, it will take more than a diploma to obtain employment since licenses will acquire comparable value. Of course, the common reference value will cause both diploma and license to fall as reliable measure of competency and practicality.

2. Payroll expectations conflict

The main purpose of obtaining licenses, in addition to self-affirmation and self-realization, is to achieve the status of becoming socially credible. Capability provides a personal authentication signal, and this signal is mainly aimed at addressing the information asymmetry involved in the employment relationship. Job seekers must convey to the employer certain knowledge of their ability. It is up to the potential employee to make the choice to invest money, time and energy into license examination to obtain certification as a way of seeking employment. But, how do employers treat the notion of license?

Hsin, et. al. (2011) found that less-educated workers will be judged by their provision of a professional license. They will have the real opportunity to receive a salary increase, while highly educated workers who obtain professional licenses or not,

will experience the same impact. Liu (2012) explored the influencing factors of hospitality department salaries of graduates' first jobs. In the study, graduates found work experience obtained during their learning process meant that salary tended to be higher. Language and financial certificates were also a good portent for higher salaries.

Among the largest group, those with language certificates saw improved salaries, wages and the impact was only relatively smaller for those with exclusively hospitality-related licenses. Chen, et al. (2015) determined that in order to control the impact of salary after the resulting individual baseline differences, license upgrade for earned income should come with minimal impact. It was also found that the number of copies of a limited license affects wages.

Employers genuinely look at the relationship between certificates and salary. Multiple, cross-cutting licenses have had influence on hiring decisions, but starting in 2015 it has had only a minor effect since employers have gradually become numb with the yearly flooding of licenses. Pagliero (2009) stated that if it's effective to reduce the rate of licenses, the license holders already in the workplace will experience higher income. Overarching control based on domestic research opinion effectively reduces the premise licenses through a rate effect so that a license can affect salary. When the number of licenses becomes more than the number of diplomas over a long period of time, the value of licenses may not be able to meet the level of diploma importance, which will allow the expense of time and effort needed to obtain those certificates to lapse. As a result, recent graduates and current employers will undoubtedly encounter salary expectations conflict.

Study findings

This study of the relevant literature found that the starting salary of applicants holding licenses for influencing employment is gradually declining. It also observed that the academic counseling of students who were advised to obtain licenses remains constant. Interviews consisting of open-ended questions made with hotel managers or human resources departments briefly described the current license terms for the industry's employment policy concerning those entering the industry.

1. Licensing less important than work or internship experience

We will simply address three conditions for candidates (if graduating; if without work or internship experience; or, if with or without a relevant license) or

permutations of the 10 kinds of candidates (Figure 4). Three questions shall be asked to determine the relative importance of licensing as it pertains to the employment equation.

The first question requires that five hotel industry HR professionals can select 3 candidates. The second question requires the selection of 6 people. The third question requires the selection of 9 candidates.

- Graduate ∙ No work experience ∙ No Hospitality and language certificates
- Graduate ∙ No work experience ∙ Have hospitality and language certificates
- Graduate ∙ Have other work experience ∙ No hospitality and language certificates
- Graduate ∙ Have other work experience ∙ Have hospitality and language certificates
- Graduate ∙ Have hospitality work experience ∙ No hospitality and language certificates
- Graduate ∙ Have hospitality work experience ∙ Have hospitality and language certificates
- Fresh graduate ∙ No Hospitality Internship Experience ∙ No hospitality and language certificates
- Fresh graduate ∙ No Hospitality Internship Experience ∙ Have hospitality and language certificates
- Fresh graduate ∙ Have hospitality Internship Experience ∙ No hospitality and language certificates
- Fresh graduate ∙ Have hospitality Internship Experience ∙ Have hospitality and language certificates

Figure4.Ten kinds of combinations of candidates (the answer to the second question)

When faced with the selection option of three people, different opinions are inconsistent between the industry HR professionals, but a variety of simple summations taken from respondents’ selected narratives may explain why this is so, the mentioned feature point count adds up to the following results.

	Have internship experience Or Have work experience	There Hospitality has a license Or There are language certificates
Graduates	5	4
fresh graduate	4	5

Figure 5. Analysis of the first question on the questionnaire

Although each individual respondent expressed a preference, overall numbers did not add up in the preference of graduates, or for graduates with internships. In fact, there was no special emphasis placed on selection due to internships, job experience, or relevant licenses held. Job seekers with diplomas seem to have little consideration over non-graduates, slightly more consideration with work experience, and, if it is this year’s graduates, the industry will pay slightly more attention to licenses obtained.

- Graduate ∙ No work experience ∙ No Hospitality and language certificates
- Graduate ∙ No work experience ∙ Have hospitality and language certificates
- Graduate ∙ Have other work experience ∙ No hospitality and language certificates
- Graduate ∙ Have other work experience ∙ Have hospitality and language certificates
- Graduate ∙ Have hospitality work experience ∙ No hospitality and language certificates
- Graduate ∙ Have hospitality work experience ∙ Have hospitality and language certificates
- Fresh graduate ∙ No Hospitality Internship Experience ∙ No hospitality and language certificates
- Fresh graduate ∙ No Hospitality Internship Experience ∙ Have hospitality and language certificates
- Fresh graduate ∙ Have hospitality Internship Experience ∙ No hospitality and language certificates
- Fresh graduate ∙ Have hospitality Internship Experience ∙ Have hospitality and language certificates

Figure 6. Ten kinds of combinations of candidates

It may be clearly seen that, for the purposes of non-graduates, as long as they have relevant work experience in the hospitality industry, licenses are not important. It is only when there is no demonstrable hospitality experience that licenses will be closely considered. Likewise, as long as there is hospitality-related internship experience, licenses are not important, only when there is no hospitality internship experience, it will have no license reference.

2. Language qualifications are more important than Hospitality licenses

A questionnaire was administered that listed 20 kinds of certificates, a wide variety of licenses specific to hospitality, software, language classes, marketing, etc., that would be checked by individuals responsible for making hiring decisions.

Subsequently, the information taken from interviews that were part of this study, helped to determine that the industrywide, respondents such as tour guides, tour operators, luncheon hosts considered that Class C hospitality licenses were regarded as the threshold, that the graduates of hospitality education or employees that everyone should have similar capabilities, but that possession of foreign language skills may continue to overshadow other capabilities in the industry.

In fact, one of the interviewees responded to the open-ended question in this way: "There are language-related licenses as the first consideration, if we can add job or internship experience, so much the better!". One recommendation may be made related to hospitality students, when we regard the time it takes to allocate resources to obtain hospitality certificates, experience in the industry practice and enhancement of foreign language skills may be more marketable and a better use of time in the near future.

3. The license for starting salary has little impact

In the follow-up questionnaire, we designed questions for industry HR management regarding their perception of licensing, about how to assess candidates with an educational diploma threshold, or when candidates have equal qualifications based on both licenses held and educational background similarity.

According to Chen, et al. (2015), controlling the impact of wages to ameliorate individual baseline differences will mean that the results gained by obtaining licenses to achieve higher wages should stabilize. If the expansion of the study sample is possible, the results should show some difference, and now is the time when the hospitality industry has turned, which requires academia to allow current students to prepare early for the changes sure to arrive.

3.1 Suggestions

Pagliari (2009) put forward the observation, "if it is effective by reducing the rate of licensing, it holds that people with licenses will have a higher income pay". It seems from the domestic research made in recent years effectively reducing the license issuance rate is indeed able to influence starting salaries. The Ministry of Labor issued a higher number of relevant licenses than the Ministry of Education issued certificates to the relevant departments of hospitality graduates in terms of annual

output. The relevant license to hospitality education will continue to diminish in the future workplace, or have marginal value in the minds of employers.

Although 70,000 hospitality and related department diplomas will be issued annually, there should be a surplus in the required job market, especially in the next three years, because it represents an increase of more than 8 percent of graduates despite the prevalent low birth rate trend. Each level of technical and vocational college has implemented a synchronous reduction mechanism. Additional hospitality-related departments will inevitably be affected by the country's overall educational reform and realignment. The right to judge schools on individual departmental enrollment may sum up the effect caused by the overall technical and vocational tilt in the Taiwanese educational system.

This study suggests that the relevant departments of hospitality-related institutions should start paying better attention to ongoing changes in the labor market, and similar departments in larger colleges should find their own differentiated teaching characteristics and niche. This should be done rather than reimbursing investment in license exams through competition. We observe the growing trend from a small sample in this study that a seemingly endless supply of new graduates are supplied each year to the market who now have relevant internship experience and are equipped with more than one license. The current hospitality industry demand still calls for candidates with foreign language proficiency as a reference. The need for these credentials has not been met, so academic planning and direction in teaching requires more effort and counsel.

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