

LAB University of Applied Sciences  
Faculty of Tourism and Hospitality, Lappeenranta  
Degree Programme in Tourism and Hospitality Management

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## **A guideline for Vietnamese students to work in Finnish Housekeeping Industry**

Thesis 2020

## **Abstract**

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A guideline for Vietnamese students to work in Finnish Housekeeping Industry, 79 pages, 4 appendices

LAB University of Applied Sciences

Faculty of Tourism and Hospitality Management, Lappeenranta

Degree Programme in Tourism and Hospitality Management

Bachelor's Thesis 2020

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The purpose of this research was to compare the internal housekeeping in Vietnam to outsourced housekeeping in Finland based on the reality of its industries in both countries. From this point, another purpose was to create a guideline for Vietnamese students who have no working experiences in the housekeeping industry and are looking for a job opportunity in this category.

The information about the reality of outsourced and internal housekeeping industry in both countries was collected from the internet, social media, various sources, and literature. In order to collect the information, the quantitative method will be used, which is the web-survey. It was conducted by the housekeepers in Finland and Vietnam, and it was operated on social media. Moreover, the qualitative method was also used by doing interviews with Vietnamese housekeepers in Finland and Finnish housekeeping manager.

The final results of this thesis work show the similarities differences in the housekeeping industry in Vietnam and Finland, and the guideline was created for non-working experiences Vietnamese students in the housekeeping industry. The results can be applied to study the housekeeping industry in both countries and can be used as a manual guide for inexperienced Vietnamese students in Finland.

Keywords: guidelines, housekeeping management, inexperienced students, working conditions, job satisfaction, human resources, salary, workers' opinions.

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# 1 Introduction

This thesis work is to compare the internal housekeeping department in Vietnam and the outsourced housekeeping department in Finland. Based on the final results of this comparison, a guideline for Vietnamese students who have no working experiences in the housekeeping industry and are going to work or find housekeeping jobs in Finland has been created. The purpose of this work is to clarify the reality of the housekeeping industry in both countries, in other words, to find out the difficulties in the Finnish housekeeping industry that an inexperienced Vietnamese student could face and how to prepare for them.

The guideline for non-working experience Vietnamese students have the potential to help them reduce or avoid problems that they may encounter at work. Housekeeping is one of the hard works; it requires not only high skills but also a hard-working attitude and working progress. Therefore, for an inexperienced worker, by knowing in advance the knowledge, lessons, tips, working condition, etc, through this guideline, it could be possible to avoid unnecessary problems and reduce the level of stress. Furthermore, when working in Finland, the working environment will change and there are many factors that make up the working culture shock. It is especially for Vietnamese student, who has different working style and management, as well as the salary policy and insurance at work back then in their home country, by increasing the working environment knowledge in Finland, Vietnamese students could facing less problems from the working culture shock.

The guideline consists of the author's working experiences in outsourced and internal housekeeping in Finland and other housekeepers' opinions in Finland. Moreover, the interview was done to Finnish housekeeping manager in order to figure out the manager's point of view, especially about Vietnamese housekeepers in Finland. The interview has found out the advice and general information about the reality of the housekeeping industry in Finland, the management method when working conflict occurs, and the manager's opinion about Vietnamese housekeepers. The guideline is expected to be used wisely and precisely and hopes to be a useful reference not only for inexperienced Vietnamese students but also for other researchers.

The thesis research was done while the coronavirus outbreak was happening; therefore, the author could not reach the whole target group while collecting the research data; this leads to some data that have high disparity results. However, the results still reflect the right situation and reality of the housekeeping industry in both countries at the time this thesis was done.

Overall, the conclusion of this thesis is to summarize the differences between the housekeeping industry in Finland and Vietnam. Furthermore, it also includes some useful advice from the author, the housekeepers, and the Finnish manager to non-working experiences Vietnamese students.

### **1.1 Aim and Justification for researching the topic**

The reason for researching the topic is to find out the differences in internal housekeeping department in Vietnam and outsourced housekeeping department in Finland. The author aims to research the differences in each kind of housekeeping about the features, operations, and the purpose of use. The author will also show the reality of the housekeeping industry through collecting data on the internet, based on this point, it will lead to the results of this comparison, therefore, the reader will have a clearer and broader perspective about the housekeeping industry in both countries. The second aim is to create a guideline for Vietnamese student who has no working experience or knowledge about housekeeping industry in Finland as well as in Vietnam, especially if he or she is going to work or find a job opportunity in its industry in Finland. The outline is expected to spread the reality of working conditions, working legislation of housekeeping service based on real-life working experiences of the housekeepers in Finland to Vietnamese students. Therefore, the students could get their own point of view, knowledge about the housekeeping industry in Finland, and what to prepare or how to avoid unnecessary problems for themselves.

On the other hand, nowadays, the housekeeping topic is not much considered. While searching for references on Theseus.fi, the author has realized that there have been few thesis researches about housekeeping topics compared to other topics in the hospitality thesis category back then until now. Therefore, this reality has motivated the author to research the topic, thereby helping the housekeeping

topic to receive more attention and to understand the limitations that exist in the industry.

Moreover, having this structural guideline, in another case, some Finnish cleaning companies could know the real situation of outsourced housekeeping in Finland. There might be some problems in its operation still exist; with this guideline, it hopes for some Finnish cleaning companies to create solutions to solve existing problems.

On the other hand, this thesis research is also expected to show the reality and worker's point of view to the manager, therefore, the manager could understand the housekeeping industry in their country in general as well as understand the worker better in order to adjust the management style so that they can push the effectiveness of the worker into further.

Finally, it would be useful if the guideline were understood wisely and precisely, especially for the non-working experiences of Vietnamese students. It will provide the student with a practical understanding of the housekeeping industry in Finland. Thereby, the student could prepare for themselves what they need to do in order to adapt to the working environment in Finland and increase working performance as well. This thesis work is hoped to be a useful reference for its reader objective.

## **1.2 Delimitations**

Due to one of the main aims of this thesis research are to clarify the reality of housekeeping service in Vietnam and Finland; therefore, the delimitation of this thesis research is extensive but mostly about housekeepers in both countries. The research surveys were conducted on the internet, social media platform, which were Facebook and LinkedIn. Moreover, the thesis research was also conducted by sending the surveys through email and based on the author's relationship with other housekeepers in Finland. The main difficulty of the delimitation was to balance the number of answers from the survey between both countries. If the number of responses is too different which will lead to a discrepancy in the final result.

### 1.3 Research Methods

The priority research method was used in this thesis work was the mix of qualitative and quantitative research methods in order to research the working behaviour, reality, housekeeper's point of view in both countries. Qualitative research can be defined as research undertaken using an understanding research approach with a small number of carefully selected individuals to produce non-quantifiable insights into behaviour, motivations, and attitudes (Wilson 2003, p. 93). The research action was taken by doing interviews in Finland; the author interviewed Janet Pesonen - a housekeeping manager who is currently working at Lappeenranta Spa in order to understand the topic better. It was planned to be a face to face and a semi-structured interview. Semi-structured interviews are conducted according to certain predefined themes and complementing questions related to the themes. There is no clearly define question design or sequence. (Mirola 2019b, p. 17). However, due to the coronavirus outbreak, the interview was done online.

The other method was quantitative method, which the author created surveys for conducting statistical research. The survey research is usually done with a structured questionnaire in which each person is asked to respond to the same set of questions in a predetermined order (Saunders et al. 2009, p. 360). Moreover, in survey research, research unit is usually one person whose opinions, attitudes, characteristics, and behaviour are investigated (Mirola 2019a, p. 12). Therefore, the author aims to conduct survey research on social media, and another platform is LinkedIn, which has a large business network. The questionnaires were expected to mainly have open-ended questions in order to express all the worker observation and strengthen the result of the research. Furthermore, close-ended question, rating questions (Linkert Scales), and multiple-choice questions are also expected to be used in the research as well.

Finally, in order to make the guideline more realistic and useful for the reader, interviews with Vietnamese student who are working or used to work as a housekeeper in Finland were done. The interview was face to face and semi-structured interviews. The results had been collected, and it had contributed to the development of the guideline.



## **1.4 Research Questions**

The research questions were created in order to find out the information of the following groups, in particular, each group has its constituent elements that contributed to the result of the thesis research:

### Group 1. Human Resources

- Age
- Gender Distribution
- Work Experiences
- Language Usage
- Nationality Characteristics

### Group 2. Job Satisfaction

- Training Program Evaluation
- Working Condition Evaluation
- Promotion Opportunities at work
- Co-workers and supervisor(s) Evaluation

### Group 3. The affordability for living

- Salary
- Salary Satisfaction

Group 4. The housekeeper's point of view. In this group, the room attendants feel free to share their opinion, the reality of the housekeeping industry, and the suggestion in both countries. This is the most important group that has affected the general result of the thesis research.

## **1.5 Data Collection Process**

The surveys were created by using Google Forms, and it was sent on: social media, LinkedIn, email, messages, and delivered to individual housekeepers as well as housekeeping manager. The surveys were conducted in English and

Vietnamese. Cover letters were attached in the surveys which listed: the explanation of the thesis research, the goal and purpose of the research, the researcher's general information, the target group for the survey, and the deadline to collect the data. The cover letter also mentioned that the collected results would be done anonymously and for research purposes of the surveys only. A certain amount of data has been collected after the surveys were sent and delivered.

## **2 Housekeeping**

This chapter is one of the main parts of this thesis research. It is the theoretical part of housekeeping. In order to understand this topic better, the definition of housekeeping will be explained. Also, the process, the contribution, and the reason to improve the housekeeping service will also be mentioned. Moreover, the factors affecting the quality of housekeeping services will be listed in order to provide a clear view and a deep understanding of its industry. Furthermore, the author will analyse specifically about internal housekeeping and outsourced housekeeping.

According to [en.wikipedia.org](http://en.wikipedia.org), the definition of housekeeping is the management of duties and chores involved in the running of a household, such as cleaning, cooking, home maintenance, shopping, and bill payment. These tasks may be performed by members of the household, or by other persons hired for the purpose. A housekeeper is a person employed to manage a household and the domestic staff. Housekeeping is also a part of a department of a hotel that is responsible for cleaning guest's bedroom (Cambridge Dictionary, n.d).

Working in housekeeping department, there are many responsibilities that a housekeeper needs to take. The most important task is to keep and ensure the cleanliness of some areas in a hotel, for example, guest rooms, corridors, public area, pool and patio area, storage areas, laundry room, linen, and sewing rooms (Nitschke & Frye 2008, pp. 67-68). In some higher-class hotel, the housekeeper is also responsible for additional areas, such as meeting rooms, exercise room, banquet rooms, dining rooms, convention exhibit halls, hotel-operated shops, game rooms (Nitschke & Frye 2008, p. 68). The room attendant is also in charge

of reporting any damages, problems, missing items to the front office department of executive housekeeper.

The responsibilities of the housekeeping department are also connected with other departments in a hotel; for example, the housekeeping department is responsible for the cleanliness of meeting rooms after the room is used; this is a cooperation with meeting and banqueting department (Nitschke & Frye 2008, p. 68).

Behind a successful housekeeping department is a skilful executive housekeeper. According to Walker (2017, p. 161), there are four major responsibilities that an executive housekeeper needs to take, which are:

- Leadership of people, equipment, and supplies
- Cleanliness and servicing the guest rooms and public areas
- Operating the department according to financial guidelines prescribed by the general manager
- Keeping records

A housekeeping department in a hotel could be organized as the figure 1 below.



Figure 1. Housekeeping Personnel Organization Chart (Walker 2017, p. 161)

## 2.1 The process of Housekeeping Service

Based on the author's working experience, the cleaning service process is shown in the following steps:

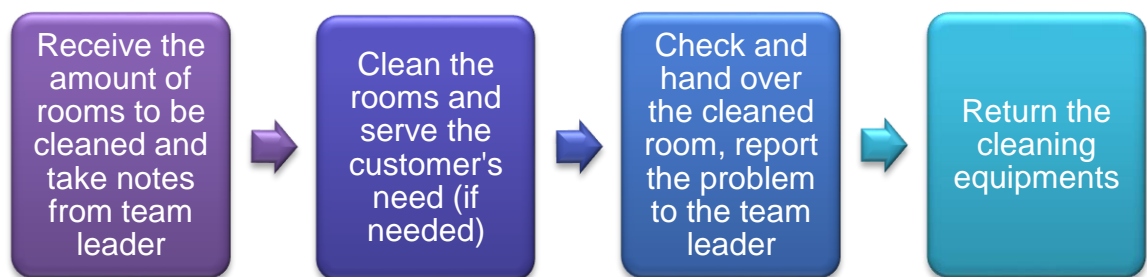


Figure 2. The process of Housekeeping Service in a hotel.

Step 1: Receive the number of rooms to be cleaned and take notes from team leader

The housekeeper will receive the list of rooms that need to be cleaned in a day. In housekeeping service, time is important; there will be a time limit for cleaning a room. If the worker does not complete the cleaning within the allotted time, this is perfectly normal and will not cause a great deal of problems. However, if the employee continues to violate the time limit set forth, it will affect the employee's performance evaluation, and that employee is likely to be fired in addition to the mistakes that occur in work, such as a dirty room, leaving things in the guest room, customers complain, etc. At the beginning of the working day, the housekeepers also prepare the cleaning equipment, such as the cleaning trolley and fill up the liquids.

In the list of rooms, the rooms are divided into two types; the first room type is the departure room. This type of room is when the customer has checked out and the room needs to be cleaned completely. Sometimes, some departure rooms are required to be cleaned before the check-in time, according to the arrival of the customer during the day. The check-in time is based on each hotel's regulation. The second room type is the occupied room. This type of room is when the guests still stay in a room and require the room to be cleaned briefly. For example, the housekeeper will do the linen change, check if something is needed for the customer. After that, the housekeeper will leave a note that the room is cleaned to the customer if the customer leaves the room at a certain time. Normally, there are more departure rooms than the occupied rooms, and the departure room has priority to be cleaned first. The room division is closely coordinated between the Front Office Department and the Housekeeping department.

During the working day, there might be something that a housekeeper needs to remember, for example, report any problems from the room facilities, bugs, or insects outside of the windows, etc. Those things will be listed and announced by the team leader at the beginning of the shift.

Step 2: Clean the rooms and serve the customer's need (if needed)

This is the main step of housekeeping service. A housekeeper will be trained on the following skills in performing the cleaning service procedures:

- Knocking and entering the guest room
- Cleaning the entire room's floor
- Making beds and replacing the room's facilities
- Other skills

A housekeeper needs to ensure the room's cleanliness according to the hotel and the cleaning company's quality service standard since he or she entered the guest room. The process of housekeeping service is listed in more details below:



Figure 3. Room cleaning process.

Step 3: Check and hand over the cleaned room, report the problem to the team leader

This step is when the room is usually done cleaning and ready for the customer to check-in. If there are any problems, the room attendant is responsible for reporting it to the team leader. Helping another teammate is also necessary if it is possible.

Step 4: Return the cleaning equipment

This is the last step of the housekeeping service in a hotel. After returning the cleaning equipment, a housekeeper will report the working hours in a day to check out in order to calculate the salary in a month.

## 2.2 The importance of Housekeeping Service in Hospitality Industry

Housekeeping department plays a crucial role in successful hotel development and organization. According to a study done for Procter & Gamble by Market Facts, source: "Bringing in the Business and Keeping It" in Nitchske & Frye (2008, p. 13), the best reason for returning to a hotel/motel was Cleanliness/Appearance answered by 63% of Total Travelers and by 63% Frequent Travelers. This is an important proof to show the impact of housekeeping department on the contribution of a successful hotel organization. However, nowadays, the housekeeping service does not attract the plurality amount of human resources to work

or to research it due to the feature and stereotypes that still exist about house-keeping services. Many people feel complexity when they do the cleaning job because some people cannot find a better job, or they would not have a good education, etc. Especially when it comes to a matter that the salary of house-keeping department is less than any department in hotel organization. This is a sad reality of housekeeping services nowadays. Even though housekeeping is not a good job, there are better job than housekeeping, there are fancier job than housekeeping, but few of them impact quite as much on the overall success of a hotel (Wood 2018, p. 78).

### **2.3 Housekeeping service needs to be improved day by day**

In Vietnam, where an internal housekeeping model is used, with a developing economy context, especially in the hospitality industry, there are lots of accommodation organization are growing day by day, in which the combination from the affordable to high-end services, therefore, it will create fierce competition among accommodation businesses. On the other hand, it also has the same picture in Finland; furthermore, it also entails competition among cleaning companies due to the development and popularity of cleaning companies here in Finland. With all of those above, if a housekeeping service is not improved, a business would be drawn back in order to compete with others.

In the accommodation business, the main factor and purpose are selling rooms to the customers, or we can say "collecting satisfaction from the guest". Customers spend money to buy back the comfort and quality of service. As noted above, housekeeping service also plays a crucial role in customer satisfaction; therefore, if a room is dirty or the room service is not thoughtful, a business may lose a certain of the customer, the customer might leave and never return or decrease the hotel's image.

Customer demand is also growing day by day. It is not as simple as we think that a good housekeeping service is just to provide a clean room; it also depends on the customer's needs. For example, a couple of customer book a room for their honeymoon, as a result, the room need to be decorated as a romantic room,

therefore, understand customer's need is essential, and if a business is not constantly innovating the type of cleaning service, it will cause too many consequences.

## **2.4 The factors affecting the quality of housekeeping service**

The Housekeeping Quality Service is strongly influenced by the subjective and objective factors group in customer's satisfaction. Therefore, the management and evaluation of the impact of those factor groups will increase the ability to minimize risks, mistakes, or misunderstanding that could occur in housekeeping quality service.

### **2.4.1 The subjective factor groups**

The type of hotel is the first factor. Depending on a customer's budget, travellers decide to choose the type of hotel or any kind of accommodation business that fits their budget. For example, for a customer who has a high budget, they will usually choose high-end accommodation businesses in order to experience the quality of the service; therefore, the customer's expectation is higher rather than low budget customers who choose to stay in affordable accommodation business.

Furthermore, facility also plays a role in customer satisfaction. A good housekeeping service cannot fully meet the need of customers without a good facility, for example, the quality of the Wi-Fi, room floor, table, chair, etc. In addition, the quality and arrangement of equipment also play a role in shaping customer satisfaction. The facility also affects the room attendant's work effectiveness. The facility could come from the hotel or cleaning equipment; if the facility's quality were too poor, it could lead to the inconvenience in working of a housekeeper and lead to the quality of housekeeping service. This is based on the author's working experience; the cleaning company or the hotel needs to organize their facility in the most convenient way so that the housekeeper could find it easy to use, otherwise it would lead to many consequences. Firstly, it would affect the psychology of a housekeeper while working if the system were too hard to use or to understand. Secondly, the housekeeper may quit the job because of the poor facility and find another hotel or cleaning company that has better equipment.



Human Resources is also a factor that affects the quality of housekeeping services. In the contribution to a good housekeeping quality service, the most important factor is human resources because they do the work directly and represent the quality of its service. With a skilful and professional housekeeping team, it will bring the customer's satisfaction to their expectation as well as develop the hotel organization or cleaning company's image. A housekeeping service cannot be done by machinery-based; it is done by human resources; therefore, an excellent housekeeping service is reflected by a skilful and professional housekeeping team.

On the other hand, based on the author's working experience and perspective, human resources is the most crucial factor that affects an individual housekeeper, which could lead to his/her work productivity. To be more specific, a housekeeper who has high productivity is always work in a united team. Housekeeping is a hard job that required teamwork and a high sense of responsibility to each other. If a team member does not get help when needed, it would severely affect the results of the day, and more specifically, it would affect the psychology of a housekeeping worker. For example, feeling of being ignored, not being respected, not being in a group, etc. There are several reasons for internal divisions within a group, it could be a personal conflict or a team member just does not want to help because he/she might not in a mood, however, working as a housekeeper, everyone need to work closely to each other and high responsibility in a team. Moreover, a supervisor or team leader also plays an important role that affects a housekeeper, especially for newbie. A new housekeeper who does not have any working experience might be shy and of course can-not work effectively as others, therefore, if a team leader or supervisor behaved like a real boss or did not show any friendly gestures and always threatened, scolded, etc. to a newbie or even long-term housekeeper, it could also affect the work productivity of a housekeeper and lead to the quality of the housekeeping service.

#### **2.4.2 The objective factor groups**

Customer is the primary key in every business or industry. They bring the main profit to an organization; therefore, customer's perception is one of the most critical factors in order to create a good service and improve the company's fame.

However, "so many men, so many minds", a service cannot satisfy 100% of customers. Some people have their level of expectation, sometimes the service quality standard of a hotel or cleaning company does not reach their expectation, therefore, in order to meet their level of expectation is quite different and hard to understand to every worker. These perceptions depend on different kind of customer, for example, ages, working experiences (especially people from the hospitality industry has higher expectation), customer demand, travel preferences, etc. As a result, the service provider, which includes the hotel or cleaning company, and the staff must have professional working experience in order to create a perfect (or nearly perfect) customer's experiences.

As likely to be the same as customer's perception factor, but it is not as important as its factor, the service provider's owner also has their own perception and expectation on their staff. Some owners have a difficult perception to meet, and it is difficult for the worker to meet their expectations if the staffs are professional or skilful. From this point of view, working conflict between workers and the manager could occur; as a result, it could decrease the service quality and lead to many consequences. Therefore, the service provider's owners should understand their workers and have a smart management strategy to create conditions for employees to develop themselves.

To conclude, those factor groups not only affect the quality of housekeeping service but also to the business as well due to the importance of the housekeeping department to the hospitality industry in general. However, even though the housekeeping team or the business tries their best to maintain the quality service, sometimes some negative feedback might be given, and sad to see it would be a trend in the near future. This was noted during the interview with Finnish housekeeping manager.

## **2.5 Internal Housekeeping**

Internal housekeeping is when the housekeeping department and the staff belong to the department are managed by the hotel, which means that the internal housekeeping department is a part of the hotel itself. This also means that the hotel is responsible for paying the labour costs of the housekeeping department

as well as the cost of raw materials, machinery costs, repair and maintenance costs, damage costs if it could be made by the staff. Therefore, the room attendants of internal housekeeping department have a sense of responsibility at work, avoid minimizing risks that may occur when working to minimize the cost of hotel losses. However, this may increase the working pressure on room attendant staff, because when doing the housekeeping job, sometimes the worker may make some mistakes, with the responsibility to protect the property and minimize damage to the hotel, It is certain that housekeeping staff will have enormous pressure on working, especially if the hotel has strict rules or bad management.

On the other hand, the internal housekeeping not only brings a sense of belonging, but it also keeps staff in the company, which in turn lessens the staff turnover rate (Pesonen 2015, p. 21).

Internal housekeeping staff is responsible for the cleanliness of the whole area of the hotel, which is organized by the hotel itself. For example, guestroom area which are bedroom, living room, bathroom as well as changing the linen, missing equipment and reporting loss or damage in a room. Moreover, the public area also needs to be cleaned: entrances, lobbies, swimming pool areas, elevators, restaurants, fitness, and spa room, etc. With the internal housekeeping, the hotel can ensure the cleanliness of any area without any extra costs, due to the service belongs to the management of the hotel.

Most of the hotels or accommodation organizations in Vietnam use internal housekeeping as their housekeeping operation method, which is illustrated in the following chart:

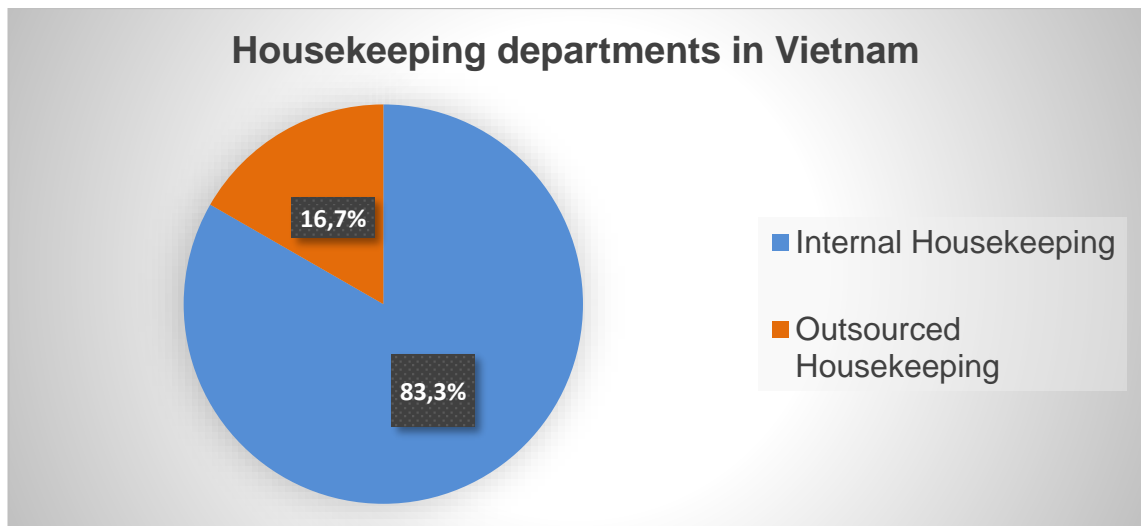


Figure 4. Housekeeping departments in Vietnam.

The result above is based on the following reasons:

- The outsourcing housekeeping service in Vietnam has not been popular yet. The term “outsourcing” is still a new concept in Vietnam. Furthermore, cleaning service companies in Vietnam are not growing firmly based on the fact that the majority of residents in Vietnam clean their residence or accommodation. Moreover, the cost of spending money on outsourcing cleaning service is high, and most people find that it is not necessary to hire cleaner for their family residence.
- Using outsourcing housekeeping could lead to many risks about human resources. When doing cooperation between two or more businesses, reliability is required; however, the trust rate is still a matter in Vietnam, especially in housekeeping service, honest is one of the important factors. For example, a housekeeper is responsible for reporting the guests belonging if the guest forgot it, however, because of the low confidence index, the hotel might not believe in the solution of the cleaning partner if something like that happened. Therefore, the management team in most accommodation in Vietnam prefer to use internal housekeeping in order to manage their staff.
- The conflict between the hotel or accommodation organization with the cleaning service is also a problem in Vietnam. The hotel wants to minimize costs but still retain top quality service; on the other hand, the partner

wants to earn as much profit as possible from the hotel with less expense cost; therefore, the hotel organization may not receive the service quality that they want.

- The treatment serfdom, the insurance system for the worker in Vietnam are still vague and does not support the worker much. For example, an employee accidentally damages or loses something, but in fact, it is not due to an employee, or because of any reasons. In such a case, in Europe or in many developing countries, usually the hotel or external company will pay for that employee, however in Vietnam, with lousy labour legislation, the worker might have to pay for themselves if he or she worked under an outsourcing housekeeping company. Therefore, the housekeeper would choose to work under any hotel organization which has the best regime treatment for themselves.

Overall, in Vietnam, the most common thing is that the outsourcing trend in housekeeping service is not accessible and developed; the hotel has not seen the safety and security when taking outside personnel, and finally, the outside personnel has not met full of requirements. Furthermore, the hotel would prefer managing their staff in recruiting outsourcing human resources in order to reduce risk and cost incurred. Therefore, outsourcing housekeeping just stops at providing services to industrial parks, canteen, schools, offices, etc. Basically, there is no direct contact with the luxury services of the hotel.

## **2.6 Pros and Cons of Internal Housekeeping**

By using any housekeeping department will always have its advantages and disadvantages, and the internal housekeeping department is not an exception.

### **2.6.1 The advantages of Internal Housekeeping**

Working as an internal housekeeper, the housekeeper has more loyalty features in the way they work. According to Janet Pesonen in her thesis research "Internal Housekeeping Versus Outsourced Housekeeping", the housekeeper feel more pride and belonging to the hotel, they are part of a team and feel like they are so. The team feeling brings pride and contentment in their job along with motivation (Pesonen 2015, p. 21)

By using internal housekeeping, it will increase the reliability and reduce risk in human resources management as the hotel organization directly recruited their employees. Therefore, the hotel organization will know exactly the person that they have hired. There are candidates who will make false statements about themselves and their abilities, by recruiting directly, the human resources manager of a hotel organization would have a clearer picture of the candidates if he or she can meet the requirements of the job as well as passion for their role.

The cost of the internal housekeeping recruitment process is also cheaper than outsourcing housekeeping recruitment process due to the hotel organization can use their own human resources management instead of paying more fees for the related partners. From that, the process would take less time than using the outsourced.

It is believed that with long-term internal housekeepers who work for the hotel in many years, they would have strong knowledge about the hotel itself as well as the organization structure, therefore, it could be a huge advantage to help the new staffs as well as the maintenance team. A well-trained and knowledgeable housekeeper is valuable in guiding the trade worker to the problem, and in many cases, the housekeeper may even know the cause of the problem. In housekeepers with longevity also can assist in anticipating maintenance needs and special event needs (Konstantinides 2016, p. 9).

### **2.6.2 The disadvantages of internal housekeeping**

Besides the advantages of contributing to the development of a hotel organization, using internal housekeeping could lead to some disadvantages that a hotel manager should consider.

First, internal housekeeping may increase internal conflict; in particular, it could be an environment of competition between housekeepers. For example, a housekeeper who works under internal housekeeping system may want to be promoted or to be considered to a higher position; therefore, employees become focused on competing for jobs rather than trying to become proficient at their current positions (for instance: to compete of becoming supervisors) (Konstantinides 2016, p. 10). If there were an internal conflict occurred in

outsourcing housekeeping system, the outsourcing housekeeping company would be responsible for solving its matter.

Second, the internal housekeeping system could interfere in focusing on developing the company's core business. Due to problems or internal conflict that could happen, the hotel management must solve those issues instead of growing the business of the company, for example, customer services, hotel operation, marketing strategy, etc. Therefore, it would be challenging and risky for a small hotel in the process of development, especially private hotels using internal housekeeping system. A hotel is a hotel, not a cleaning company, as one of the managers said, *this gives them the opportunity to focus on what they do best and sell rooms* (Pesonen 2015, p. 44).

Another disadvantage of using internal housekeeping is the cost and personnel management. Typically, in running any part of the hotel, some of the problems come from the staff. To be more precise, a housekeeper could not work in some cases such as sick leaves, privacy issues, etc. In the case of a sick employee will incur additional costs for the hotel; moreover, the hotel manager also needs to look for external sources of housekeepers (Konstantinides 2016, p. 10).

To summarize, Internal Housekeeping has what it takes to bring the benefit to a business, and it is suitable for small-average business which does not have a large business network. The business could easily manage their housekeeping department as well as its quality service. However, internal housekeeping system has many disadvantages that a hotel manager should consider choosing for the hotel organization, especially for a newly developing hotel.

## **2.7 Outsourced Housekeeping**

Outsourced Housekeeping is when the accommodation organization or any other organization decides to create a partnership with a cleaning service company in order to take responsibility for the cleanliness of the organization. The cleaning company will operate the staff to come and work for the organization. The staff may include, for examples, the housekeepers, the housekeeping team leader who manage the housekeeping team and report to the manager what happened in a day, the manager who is responsible for the quality of the service; if there is

a disagreement or conflict with the hotel, the manager will report it to the superior for resolution.

There will be a contract between the hotel organization and the cleaning company about what it takes to be agreed with, for example, the number of housekeepers needed in a hotel, the area that needs to be cleaned. Furthermore, the cleaning company also need to ensure the quality of its service, report any problems from the workers or customer complaint to the hotel as well as the manager of the company, the hotel has the right to terminate the cooperation with their partner if the quality is not as expected or there are conflicts during the cooperation between the two parties.

When using outsourced housekeeping, the hotel organization needs to consider the cost to be paid for the cleaning company. In addition to the annual cost to the partner, the hotel will also pay the costs incurred by the worker, such as, a housekeeper who break cleaning tool, room facilities as well as the maintenance fee. These are billed by the amount and any extra done, let's say a hotel customer leaves a day earlier than planned the housekeeper will clean the room, but a little extra will be billed for the extra room (Pesonen 2015, p. 23). However, it is believed that using outsourced housekeeping is profitable for the hotel organization due to the labour insurance costs in some countries, especially in Finland, which are very good as well as some costs are responsible by the cleaning company.

Outsourced housekeeping also ensures the hotel's expectation if they cooperate with a professional partner that can provide an adroit team to the hotel. According to Samra Hussain (2016, p. 32) in his thesis research "Outsourcing Housekeeping: An insight into two cleaning companies, SOL and N-Clean, in Helsinki, Finland", manager of SOL and N-clean explained that they give proper training to their cleaning staff, ensuring that before they begin their actual housekeeping work, they know very well what is required and expected from them. The manager at SOL said that good support and cooperation between the supervisor and the cleaning staff is necessary to accomplish their daily operations. Therefore, outsourced housekeepers are also skilful and get to know their job well.



In Finland, most of the accommodation business use outsourced housekeeping as their housekeeping department based on the following chart:

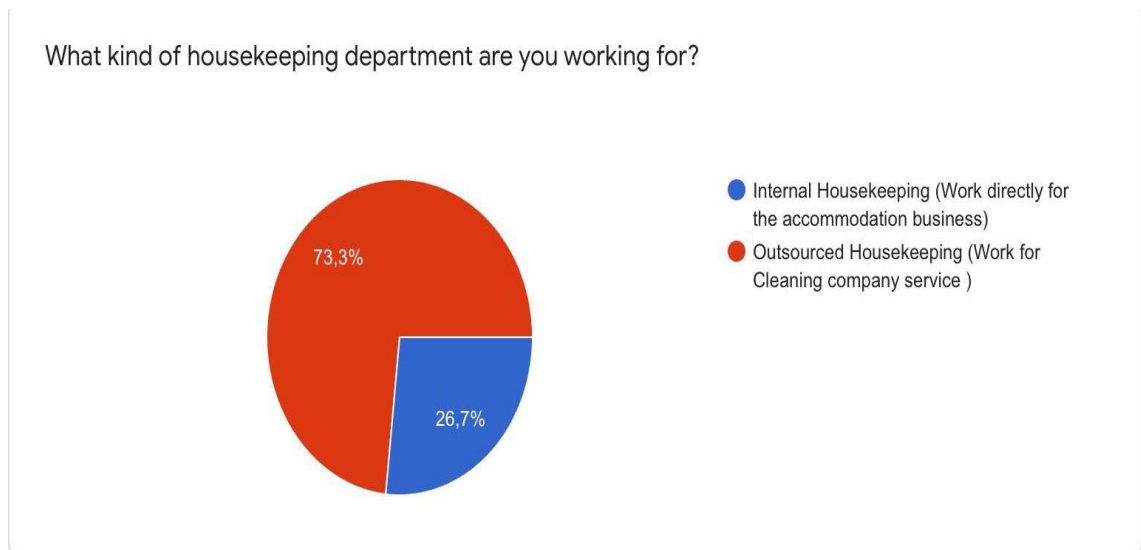


Figure 5. Housekeeping departments in Finland.

There are many factors that in Finland, most accommodation businesses are using outsourced housekeeping for their cleaning service, which are listed below:

- Cleaning companies in Finland are popular; not only the hotel business use their services but also from an individual or a group of people. Some popular cleaning companies in Finland are N-clean, SOL, CleanPOMO, Freshka, etc. With a great experience in the cleaning industry, those companies have been gaining the people's trust as well as their customer satisfaction. On the other hands, their competition against each other al-so create various customer's choices and increase the company's quality service, as well as affordable price, depending on each type of clients.
- The level of trust is high in Finland. With a transparent legal system and intrinsic characteristic, especially when doing business, both parties from the hotel to the service provider could cooperate safely and ensure both parties' satisfaction. Some risks, such as, come from the worker (fraud, do not return forgotten items from the guest, etc.), customer complaints, etc. could be solved professionally between both parties.

- The cleaning company not only meet their customer's satisfaction but also continue maintaining its high-quality service through years. The Original Sokos Hotel Albert's manager, on the other hand, was very happy with their outsourced housekeeping department, which they have been using for the past 2 years (Hussain 2016, p. 19).

## **2.8 Pros and Cons of Outsourced Housekeeping**

As the same as Internal Housekeeping, using outsourced housekeeping could lead to the development of a business; on the other hand, it could severely affect business as well.

### **2.8.1 The advantages of Outsourced Housekeeping**

As mentioned above, using outsourced housekeeping is profitable for hotel organization, which mean that It will reduce costs for the business. It is also considered as the biggest advantage that most owners and managers would choose outsourced housekeeping for their business. The manager of Best Western Plus Hotel Haaga mentioned two other aspects that are also very important; having no fixed personnel and not having to manage their salary expenses (Hussain 2016, p. 34).

Focusing on the core business is also one of the advantages of using outsourced housekeeping due to the fact that the cleaning company will deal with any problems caused by its housekeeping department. The problem could be caused by human resources; additional expenses occurred, especially the cleaning company will be responsible for the quality of service for the hotel side. According to Honey Tyagi and Dr. Seema Zagade in their study research "Outsourcing: A study on Benefits to Housekeeping Department in Hotels" (2015 p. 4329), there are 61% strongly agree, and 39% agree with the fact that the company is enable to concentrate on their core business. However, when using outsourced housekeeping the scope of the housekeeping duties is determined by both the outsourcing company and the hotel together (Pesonen 2015, p. 23); therefore, the hotel is also involve the management of its housekeeping department, but the amount of work would be less than using internal housekeeping.

When partnering with a cleaning company, the hotel will be assured of quality service, which is also one of the advantages of using outsourced housekeeping. As analyzed above, cleaning companies in Finland can ensure the service quality to the hotel business based on their expertise in its industry and maintain it through years, which is lead to a long-term relationship between the two parties.

### **2.8.2 The disadvantages of Outsourced Housekeeping**

Besides some of the advantages that could bring to a business, on the other hand, outsourced housekeeping may lead to some disadvantages that business owners should consider before using it.

Outsourced Housekeepers usually feel lack of confidence in the job and loyalty to the hotel organization, especially when it comes to a hotel that has mix outsourced housekeeping and internal housekeeping; it could cause many consequences. The outsourced housekeepers feel like they do not belong to the hotel organization that they work. There could be some bad hotel organizations where they treat the internal housekeepers better than outsourced housekeepers; therefore, working conflict between outsourced housekeepers with the internal housekeepers as well as the hotel organization could occur. Thus, the hotel manager should consider before choosing outsourced housekeepers for the hotel or mix between outsourced and internal housekeeping together.

There may be some risks that come from the partners, which is the cleaning company that cooperates with the hotel. The risk could be from the sustainability of the cleaning company. Nowadays, there have been so many fluctuations that affect a company business based on the transformation of the economy, therefore, if the cleaning company did not have strong sustainability leading to bankruptcy, it could cause a lot of consequences to the hotel organization, for example, the cleaning company does not have the ability to pay and coordinate the human resources to the hotel, terminating the contract between hotel and cleaning company also lead to costly damage to the hotel, the hotel would be lacked of human resources, etc.

It could be difficult and challenging for the hotel to manage its housekeeping department, as the management is from the cleaning company. This would lead to

the fact that the hotel would not know about the human resources that work in their organization. Thus, when the hotel manager decides to choose outsourced housekeeping for the organization, the cooperation must have a high rate of trust between two businesses as well as the fairness, transparency that bind each other. Relinquishing control of your housekeeping department to an outside service provider can also be felt as a loss of control from the hotel's point of view. There is a potential loss of control over the project (Pesonen 2015, p. 35).

When cooperating in a business, both parties need to understand and respect each other through communication. Communication is the most essential part of the cooperation between the two companies, and they must be on the same wavelength when embarking on such a significant change in the hotel (Pesonen 2015, p. 33). Through communication, both parties could notify each other about some changes, for example, cost spending in a period, human resources, date, and time changes when it comes to the hotel if they need more people from the cleaning company, etc. Therefore, communication is also a matter for the hotel organization and the cleaning company itself in order to create a good business relationship.

In case the communication between the hotel organization and its partner is not as expected as it should be, both parties could cause misunderstandings in their cooperation. As a result, the working conflict might occur. Conflict is an issue which normally happens in cooperation between two or more businesses because of some factors that affect their business; therefore, when it comes to using outsourced housekeeping, the hotel manager should consider to choose the partner that enables to push the business of both parties into further and profitable for both parties. It is important for workers of both companies not to take the conflict personally and understand that high-stress situations can bring out the best and worst in a person (Pesonen 2015, p. 34).

Moreover, Outsourced Housekeeping is not going to be the trend in the near future. This might happen because there are too many cleaning companies; this leads to fierce competition between companies. This was noted during the interview with housekeeping manager in Finland.

*Too much competitiveness has driven the industry to extremes, and the people who pay the price are the workers with lower working wages and increased workloads.*

In conclusion, Outsourced Housekeeping is suitable for large organization business that has strong financial support and has an extensive network, branches. By using Outsourced Housekeeping, the hotel manager can be assured to focus on the hotel's core business but still maintain the quality service due to the responsibilities of the partner.

### **3 Internal Housekeeping in Vietnam**

This chapter will focus on analysing the state of the housekeeping industry in Vietnam based on the results collected from the survey. Thus, it will give an overview of the housekeeping industry in Vietnam and the issues that need to be addressed at the present time. The results were analysed based on the factor groups mentioned in the "Research questions" part.

#### **3.1 Human Resources**

Human Resources is the heart of every business; without them, nobody would create products and benefits to the company. In this subchapter, the author will analyse the human resources of Housekeepers in Vietnam from the information of "age", "gender distribution", "nationality characteristics", "language usage" and "work experience". All of the figures are based on the result of the survey.

##### **3.1.1 Age**

The working-age of the housekeeping industry in Vietnam is recognized that the majority of the working-age group is from aged 18 years old to 30 years old, which means that most of the housekeepers belong to young group. Next is the middle-aged group, and the minority is the elderly. There are no cases under the age of 18 that have been recorded. Hence, the accommodation businesses in Vietnam strictly abide by the labour legislation. The figure below shows the percentage division of the working age group in Vietnam according to the result of this thesis survey.

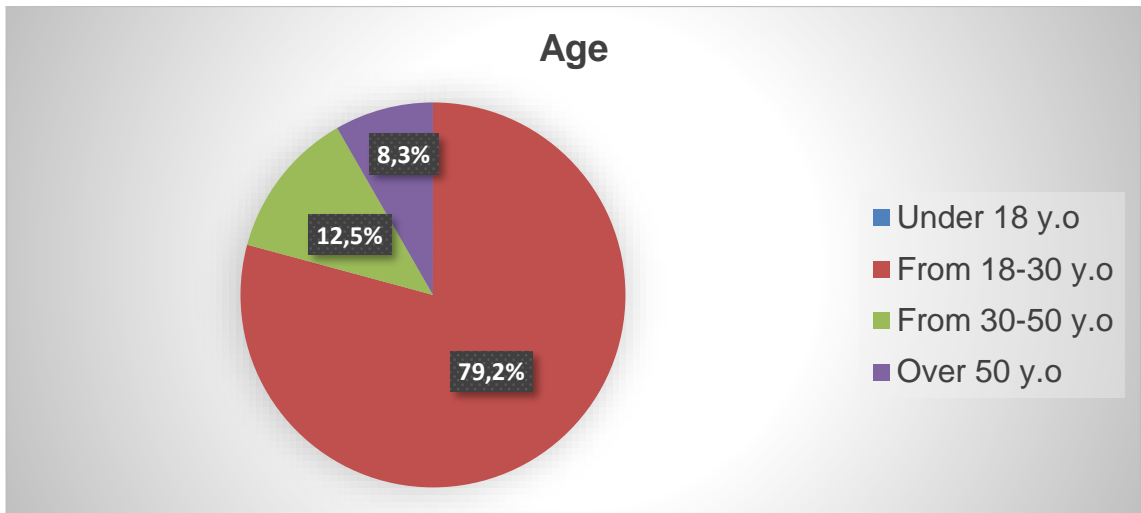


Figure 6. Working Age Group in Vietnam.

### 3.1.2 Gender Distribution

In Vietnam, most of the housekeepers are females, and the remainder are males; however, according to the statistics recorded, the difference rate between male and female is negligible. The following figure shows the gender distribution in Vietnam based on the result of the survey.

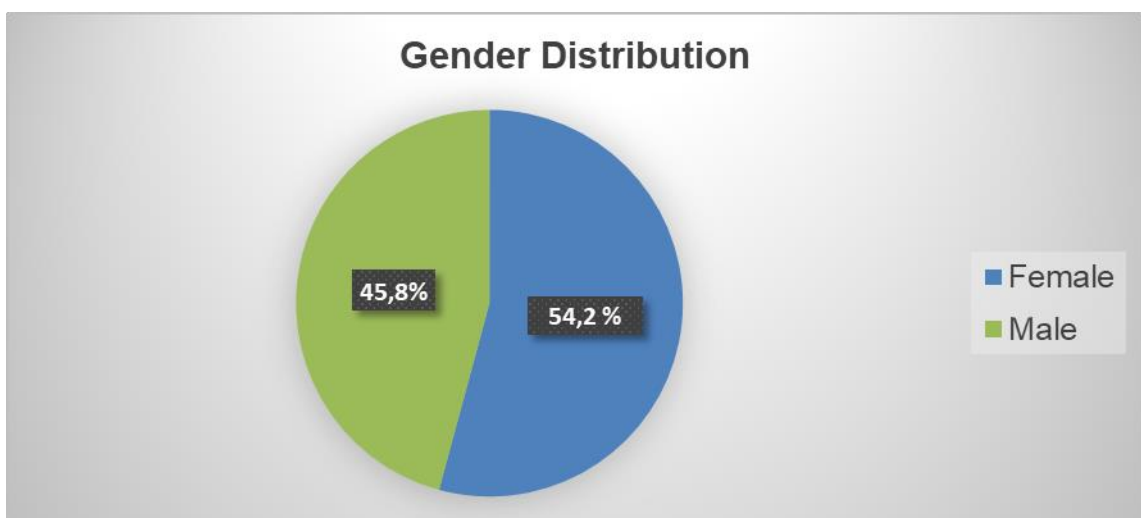


Figure 7. Gender Distribution in Vietnam.

### 3.1.3 Language Usage

The mother language has been recorded as the majority of working language of housekeeper in Vietnam; moreover, English is also required and needed for the

job, other language is also used. Figure 8 shows the illustration of the working languages in Vietnam. The statistics in this figure are based on the results given from this thesis survey.

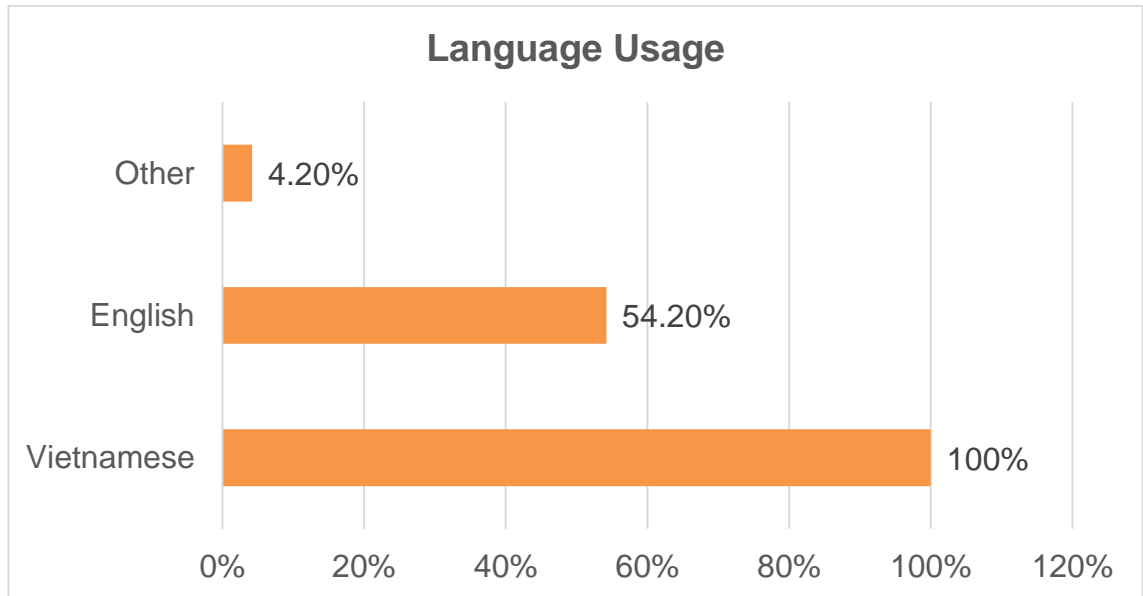


Figure 8. Language Usage in Vietnam.

### 3.1.4 Work Experience

Based on the result collected from the survey, most of the housekeeping staff in Vietnam have experienced from 1 year to 5 years. Therefore, it can be seen that the housekeeping staff in Vietnam are relatively skillful. Employees with more than 5 years of working experience are in second place. Additionally, workers who have no working experience and working from 3 months to 1 year share the same amount of answers. The figure below shows the work experience percentage division of Vietnamese housekeepers, according to the result of the survey.

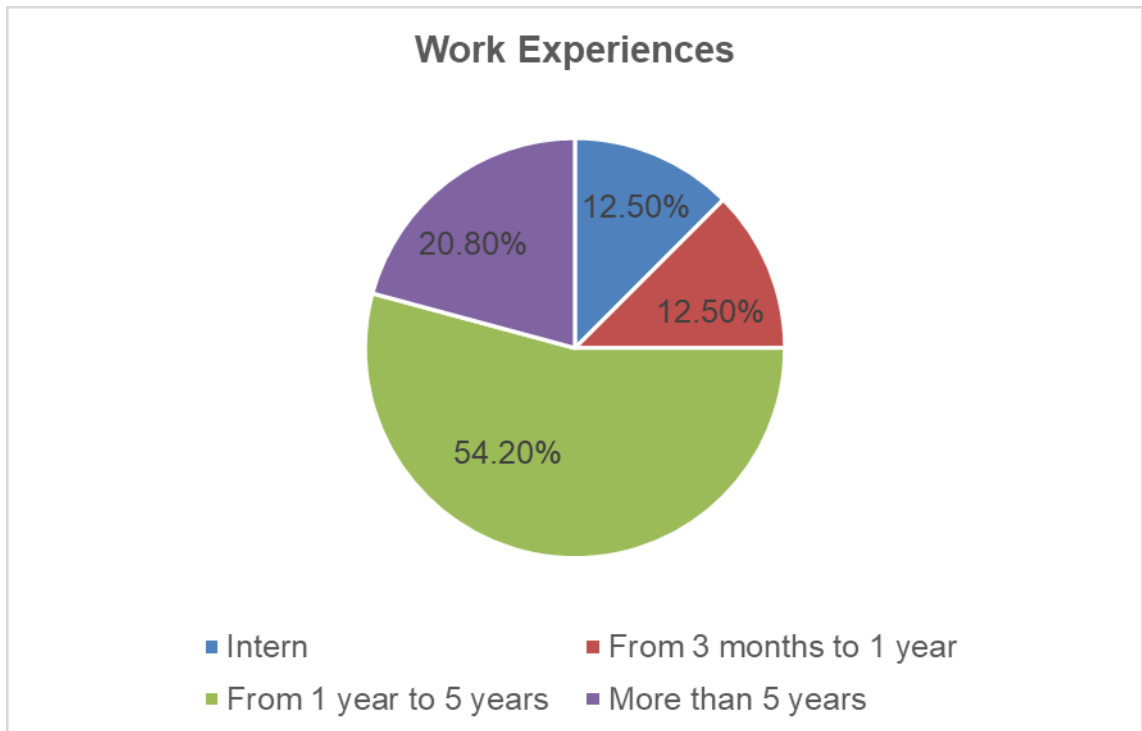


Figure 9. Work experience in Vietnam.

### 3.1.5 Nationality Characteristics

Based on the author's basic knowledge and the observation through the survey, there have been no foreign housekeepers in Vietnam, or if any, it also accounts for a minority. Most of the housekeepers in Vietnam are Vietnamese. There are several reasons to explain this reality. First, the salary policy is not as high as in other countries. Second, the working environment does not require English too much, mostly use Vietnamese. Last but not least, housekeeping is a hard job; therefore, it cannot attract foreign workers to work in Vietnam.

However, as of 2019, the human resources of housekeeping industry in Vietnam has been facing a challenge of labor shortage. In the past 10 years, almost all the training schools on tourism, especially in the North, the recruitment for housekeeping staff had recorded that there had been no students, or not enough students to attend. The quality of human resources to meet actual needs are not enough. The reason is that the housekeeping industry nowadays has not been respected as a work field, and Vietnamese young people still do not want to work in that industry. Nowadays, young people gradually learn about tourism,



they work for receptionists, they work for sales, but they do not want to work in their rooms. This is a great challenge for Vietnam tourism (Nguyen 2019).

## **3.2 Job Satisfaction**

Job Satisfaction is one of the most important factors that reflect the reality of a work field in the most realistic way. It shows how the workers satisfy with their job or not; from this point, the strengths and weaknesses of a work field would be given and evaluated. The housekeeper's satisfaction in Vietnam is evaluated based on "training program", "working condition", "promotion opportunities at work", "co-workers and supervisor(s)".

### **3.2.1 Training Program Evaluation**

Training Program also contributes to the formation of job satisfaction. Job training satisfaction is the extent to which people like or dislike the set of planned activities or dislike the set of planned activities organized to develop the knowledge, skills, and attitudes required to effectively a given tasks or job (Huang 2019).

In order to collect the opinion of the housekeepers about the training program, the open-ended question was used. Hence, the housekeepers would be free to share their point of view as much as they could. The collected opinions were divided into positive comments and negatives comments.

The positive comments were briefly described by using general words, for instance, " enough to understand", "good", "pretty good", "excellent, training was done regularly", "5 stars standard". Furthermore, there are comments given quite detailed; for example, the training was simply to understand, helping employees easily absorb and apply it in practice. Another training program was also including English sessions; it increased the satisfaction of a housekeeper and made the worker interested in the job. In general, all the opinions collected have the same thoughts and views as follows.

*The training program is quite methodical, strongly striving for the quality of service and ensuring the comfort when customers use the service at the hotel. I appreciate this.*

On the contrary, some negative comments were given, described the housekeeping industry in Vietnam. Factors that negatively affect the housekeeper's opinion about the training program are:

- Slightly redundant
- Short training
- Not realistic
- Bad quality

In particular, short training was the factor that affected badly the housekeepers. There were many comments complained about the short training that led to some consequences; for example, the housekeepers need to learn by himself/herself, decreased employee performance. Moreover, there was a comment described the training was not only short, but the supervisor also made excuses to deduct salary.

### **3.2.2 Working Condition Evaluation**

Working condition is one of the most important factors that affect employee satisfaction, especially in the housekeeping industry. As mentioned above, housekeeping is a hard job, and the employee needs a strong physical in order to work effectively in this job. Factors of working conditions that affect the housekeepers are human factor, management factor, the organization's facilities, etc. According to [5] social, organizational, and physical factors are impetus for task and activity, which consequently impact the performance of workers. The productivity of employees is determined excessively by the environment in which they work. The utmost significant empirical evidence which indicates the deteriorating working conditions of an organization has to do with the truncated job satisfaction rate (Agbozo et al. 2017).

The housekeeper's opinions about working condition were also divided into positive comments and negative comments, open-ended question was also used to evaluate this factor.

The positive comments were mainly described by using general words, such as, "good", "pretty good", "everything goes well", "normal", "acceptable", etc. It can

be seen that the opinions given were not uniform, and it has reflected the different level of satisfaction of each housekeeper.

Nonetheless, the negative comments were described as not good, or working conditions were not adequate. There was an opinion that fully reflected the current status of the working condition of housekeeping industry in Vietnam:

*Some businesses, which do not have many incentive regimes, even do not pay social insurance for their employees, do not even have bonuses although the business is 4\* standard, employees do not recruit enough, they have to work more than the prescribed number of rooms, resulting in poor room quality, and inefficient results.*

### **3.2.3 Promotion Opportunities at work**

Promotion opportunities are also an important aspect of a worker's career and life. It can have a significant impact on other job characteristics, such as responsibilities, etc. The university can use promotion opportunities as a reward for highly productive workers to exert greater effort. More satisfied workers are less likely to leave their employer, have lower rates of absenteeism and higher productivity (Mustapha & Zakaria 2013, p. 25)

In order to find out the information about this factor, the author used multiple-choice questions to evaluate its matter. The question was: "Do you have a clear opportunity if you work for long-term?" The percentage division of promotion opportunities at work of Vietnamese housekeepers is illustrated in the figure below, based on the result of the survey.

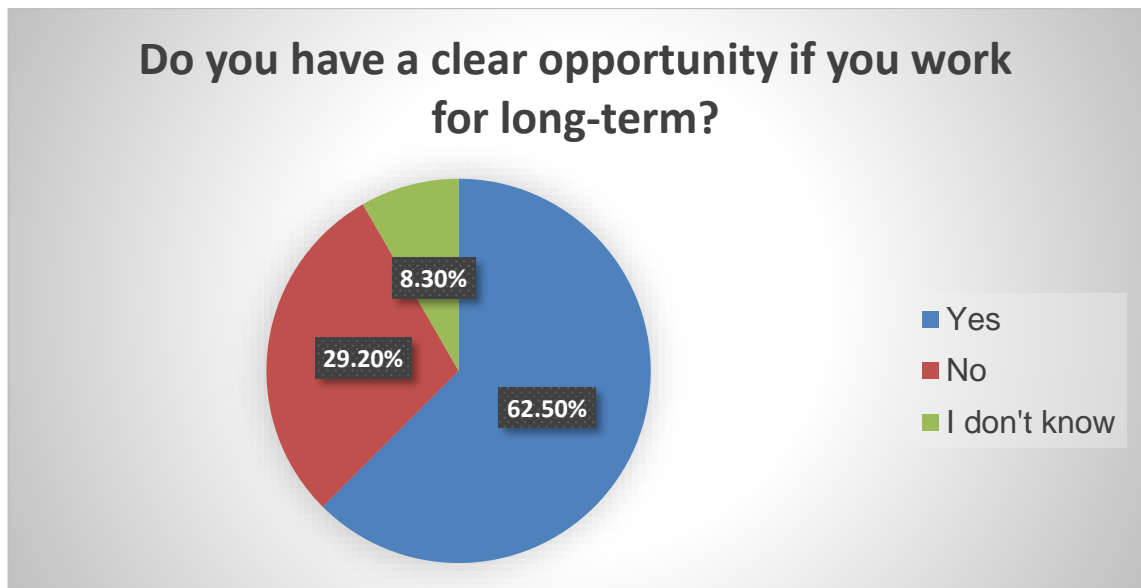


Figure 10. Promotion Opportunities at work in Vietnam.

Based on the figure above, it can be seen that most of housekeeper agreed to have a clear potential promotion opportunity at work in Vietnam, while 29.2% of housekeepers did not agree if they could have opportunities at work and there were 8.3% uncertain housekeepers wondered if they could have opportunities or not. This suggests that working as a room attendant, the employee could have potential promotion opportunities for their career in Vietnam.

### 3.2.4 Co-workers and supervisor(s) Evaluation

Co-workers and supervisors are also a part of the employee's job satisfaction. A study published in the Journal of Organizational Behavior found that employees who experience frustration over a rude colleague have their negative emotions spill over into their relationships at home (How Coworkers Affect Your Job Satisfaction 2015). Moreover, according to Bhatti et al. (2013), supervisor plays important roles in training effectiveness. Without getting support from the supervisor, the transfer of the training process cannot be successful. This is because the employee will tend to lost focus when they are not monitor or supervise (Qureshi & Hamid 2017, p. 237).

According to the results collected, the positive comments are "Good team-work", "friendly and caring", "helpful", "harmony, rarely conflict", "quite sociable". The main positive comments are:

*The boss is very helpful, and the staff is kind and friendly.*

*Due to the heavy workload, everyone really understands and helps each other. This is the reason to stick together.*

On the other hand, there were some negative comments recorded, such as, “compete at work”, “rude supervisor, jealousy colleagues”, “not sociable”, “the supervisor is too strict to the staff”, “terrible from the supervisor to the colleagues”, etc.

Overall, it can be seen that poor management style still exists in the Vietnamese housekeeping industry, in which working culture is a significant factor. In Vietnam, the class stratification is clear, the manager often has a great deal of authority, and the staff must obey; it does not have the freedom to express views and opinions from employees as in Western working environment. In addition, employees have unclear remuneration policies and incentives, which has led to pressure from managers in several businesses in Vietnam. This explains the contradiction between managers and employees that occurs quite frequently in Vietnam. Furthermore, the manager’s characteristic is also a part of the conflict that happens in a business.

The figure below shows the statistic of job satisfaction in Vietnamese Housekeepers, according to the result of the survey.

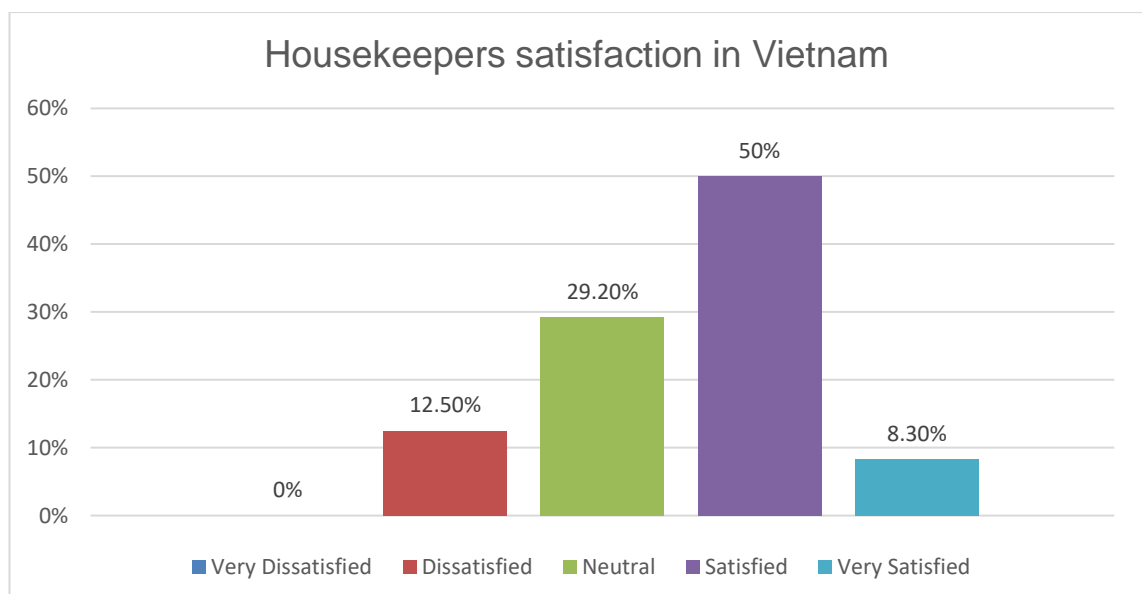


Figure 11. Housekeepers' satisfaction in Vietnam.

### 3.3 The affordability for living

In this subchapter, the author will give a general picture and information to answer this question: "Could Vietnamese Housekeepers afford their life with the salary that they earn in a month"? Therefore, the salary information and salary satisfaction will be given according to the research.

#### 3.3.1 Salary

Monthly Income of Vietnamese Housekeepers is presented in the figure below, based on the result of the survey.

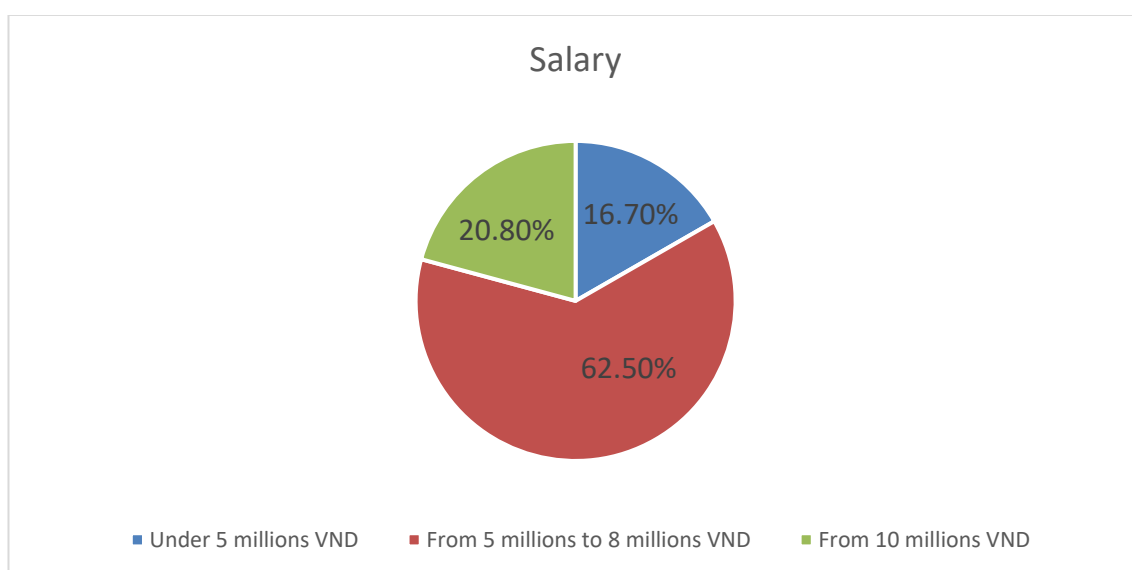


Figure 12. Monthly Income of Vietnamese Housekeepers.

1 Euro is approximately equal to 25476 VND (TransferWise 2020). Therefore, most Vietnamese housekeepers could earn approximately from 196 euros to 314 euros, with 62.5% housekeepers. Meanwhile, 20.8% Vietnamese Housekeepers could earn approximately 392.5 euro; only 16.7% housekeepers could earn salary under 196 euro.

In addition, a person working in Cleaning and Housekeeping in Vietnam typically earns around 9,140,000 VND (~ 359 euros) per month. Salaries range from 6,190,000 VND (~243 euro) (lowest average) to 13,900,000 VND (~545 euro) (highest average, actual maximum salary is higher) (Salary Explorer 2020b).

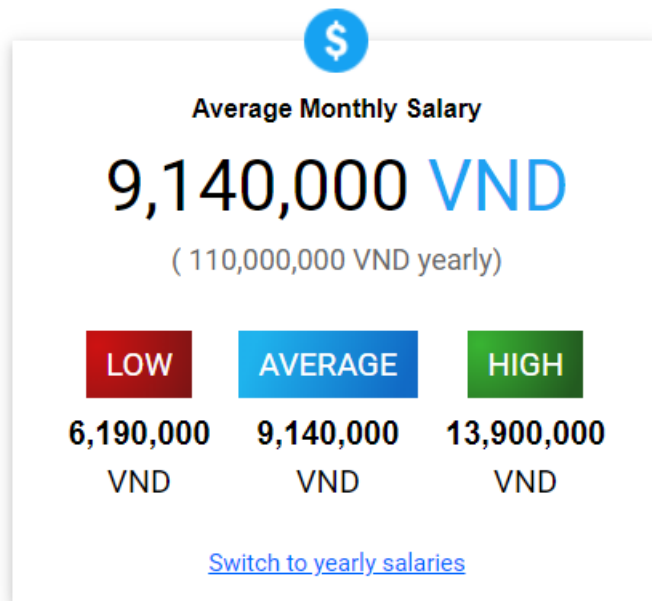


Figure 13. Screenshot of Average Monthly Salary of Vietnamese Housekeepers (Salary Explorer 2020b)

### 3.3.2 Salary Satisfaction

According to the results collected, the number of opinions dissatisfied with the monthly salary was higher than satisfied opinions; however, the difference was not significant. The main reason leading to employee dissatisfaction about salary was high level of workload. It was not commensurate with the effort of the workers. Nevertheless, some housekeepers thought that the salary was enough to meet the current living standard in Vietnam, even though the salary was insufficient to spend on personal needs.

*The salary was quite stable and not less than the average salary of workers in Vietnam.*

### 3.4 Vietnamese Housekeeper's Point of View

By using open-ended question, the housekeepers expressed themselves to give their honest opinions about the housekeeping industry in Vietnam at the present time. Several opinions were noted as special factors that contributed to the results of this thesis work.

Vietnam's tourism is developing strongly, especially the number of tourists has grown strongly in the past 3 years. The number of newly built hotels is many. By the end of 2018, the whole country had 28,000 accommodation establishments with 556,000 rooms, an increase of 9.3% of the number of accommodation establishments, 9.4% of the number of accommodations compared to 2017. Of which, there are 145 5-star hotels with more than 47,100 rooms nationwide. (Nguyen 2019). However, as mentioned above, the house-keeping industry has been facing with the lack of human resources; this matter was noted in some housekeeper's opinions. This has led to another related consequence, that an amount of human resources has not been highly professional trained. To limit human shortages, hotels are now accepting unskilled or professionally trained personnel to work. Even many units accept workers who have not graduated from high school, senior workers, people who do not go to school, do not have jobs, etc. take them to hotels for training. Obviously, the training has taken a lot of effort and time to ensure the maintenance of stable and good service quality according to international standards (Nguyen 2019).

Some housekeepers noted that housekeeping had not been appreciated and respected by people inside or outside the hospitality industry. Moreover, the foreign language level is still at a low level.

*Personally, I think the housekeeping department is hard work, but the salary is low, and everyone's perspective about the housekeeping is still very negative.*

Some solutions have been given by the housekeepers in order to develop its industry in Vietnam are listed as follows:

- Human resources should be more formally trained and have more regular training sessions.
- Give specific standards and characteristics of Vietnam Housekeeping Department.
- Quality is more important than quantity.
- Upgrade facilities such as smart devices, touch for easy use, and adapt to modern life today.
- Eliminate the abusers.



The opinion below, like a confession, described honestly and touched about the reality of Vietnamese housekeeping industry.

*The housekeeping industry is very hard, the nature of the work is not resting, like other departments such as receptionists or restaurants, etc. When there are few guests, we can rest a little, while room is always needed. If we do not make it in time, we will continue to work after finishing meal. Chemicals, hygiene are all harmful exposure to health, but the salary is not satisfactory, because it is a common salary, so there is a salary for every place, the bonus would be more if I were lucky enough to work in a better place. Physical labor is in desperate need of health, as a housekeeper it is like selling health with low-cost.*

To conclude, the housekeeping industry in Vietnam is still not at good level and sustainable. Lack of human resources is the biggest challenge that occurs in Housekeeping industry in Vietnam at the present time because of the negative point of view about housekeeping, heavy workload, low salary and unclear insurance/bonus salary, negative impact from the supervisor. As a result, a part of human resources is not well-trained, from working skills to foreign language skills. However, the Vietnamese housekeeping industry has the potential to develop alongside the development of hospitality industry.

## **4 Outsourced Housekeeping in Finland**

This chapter will focus on analyzing the state of the housekeeping industry in Finland based on the results collected from the survey. Thus, it will give an overview of the housekeeping industry in Finland and the issues that need to be addressed at the present time. The results were analyzed based on the factor groups mentioned in the "Research questions" part.

### **4.1 Human Resources**

As the same as in Vietnam, the Human Resources in Finland will be analyzed Vietnam from the information of "age", "gender distribution", "nationality characteristics", "language usage" and "work experience". All of the figures are based on the result of the survey.

### 4.1.1 Age

Young workers accounted for the majority of the survey with 80% housekeepers from 18 to 30 years old, follow up is 20% of housekeepers from 30 years old to 50 years old. The survey could not approach the elderly housekeepers, who are from 50 years old and above. There were no cases under the age of 18 had been recorded. The collected data were from the thesis survey.

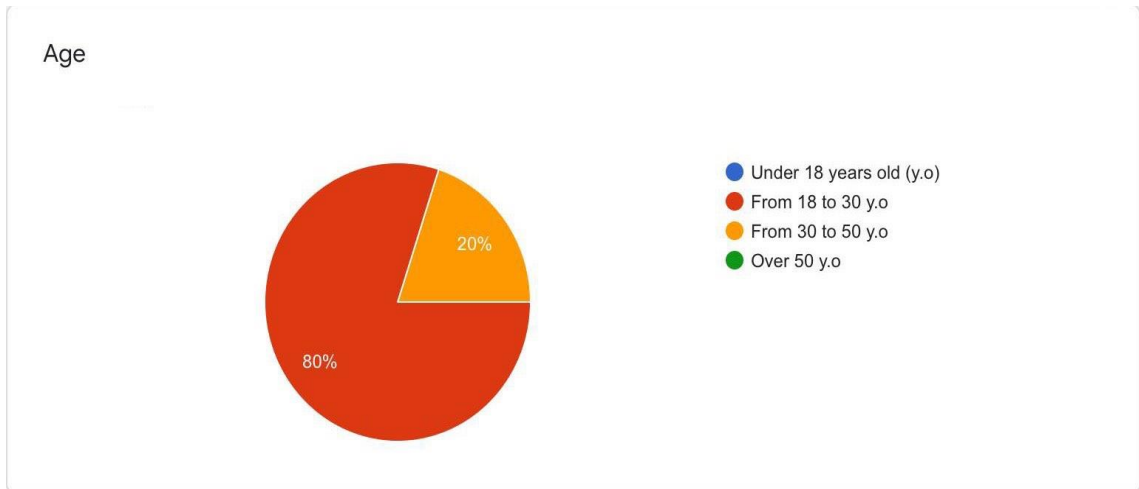


Figure 14. Working Age Group in Finland.

### 4.1.2 Gender Distribution

Female housekeeper has a higher rate than male housekeeper in Finland, in which 71.1% were female, and 28.9% were male, according to the result of the survey.

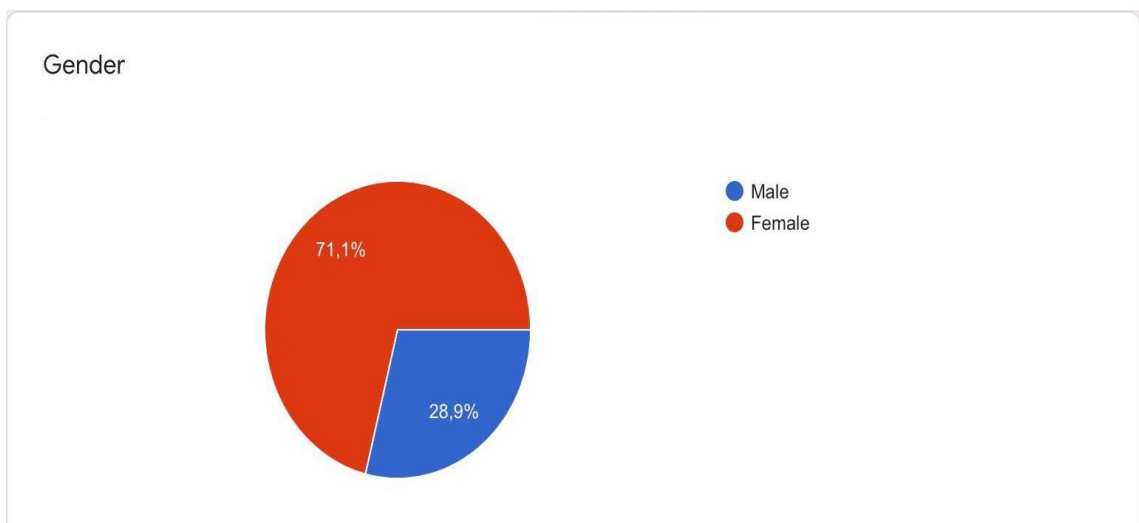


Figure 15. Gender Distribution in Finland.

### 4.1.3 Language Usage

English is the most used language of housekeepers in Finland, in which 97.8% amount of answers chose English. On the other hand, Finnish only accounted for 35.6% of the answers, other languages accounted for 11.1% of the answers, according to the result given from the survey.

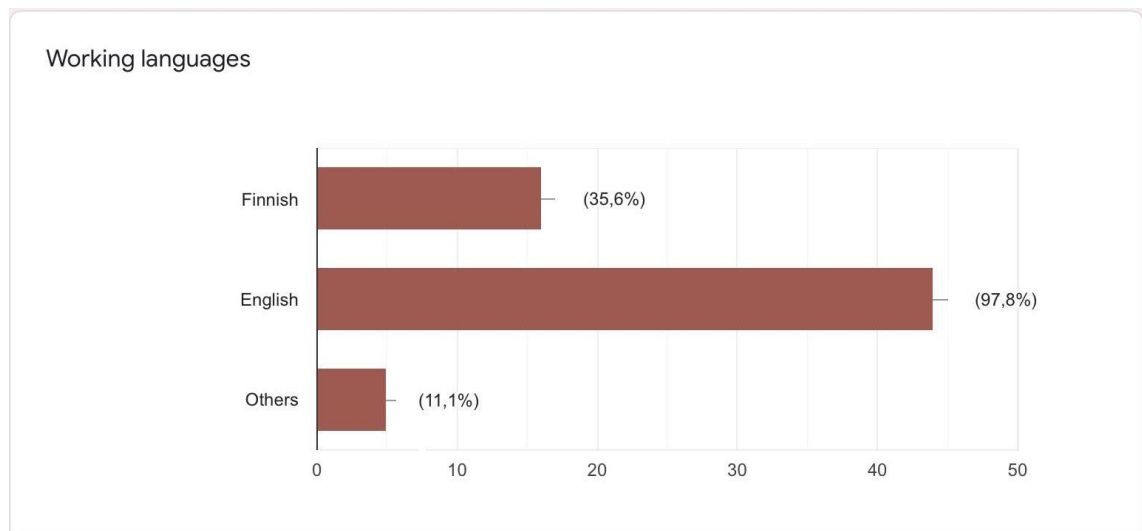


Figure 16. Language Usage in Finland.

### 4.1.4 Work Experience

According to the data collected, most of housekeeping staff in Finland are experienced, of which the number of employees with 1 to 5 years' experience accounted for 48.9%. Employees with experience from 3 months to 1 year accounted for 31.1%, and employees with 5 years or more experience accounted for 6.7%. In addition, the number of inexperienced employees, also known as trainees, they are a significant part of the survey with the number of 13.3%. The numbers are from the result of this thesis survey.

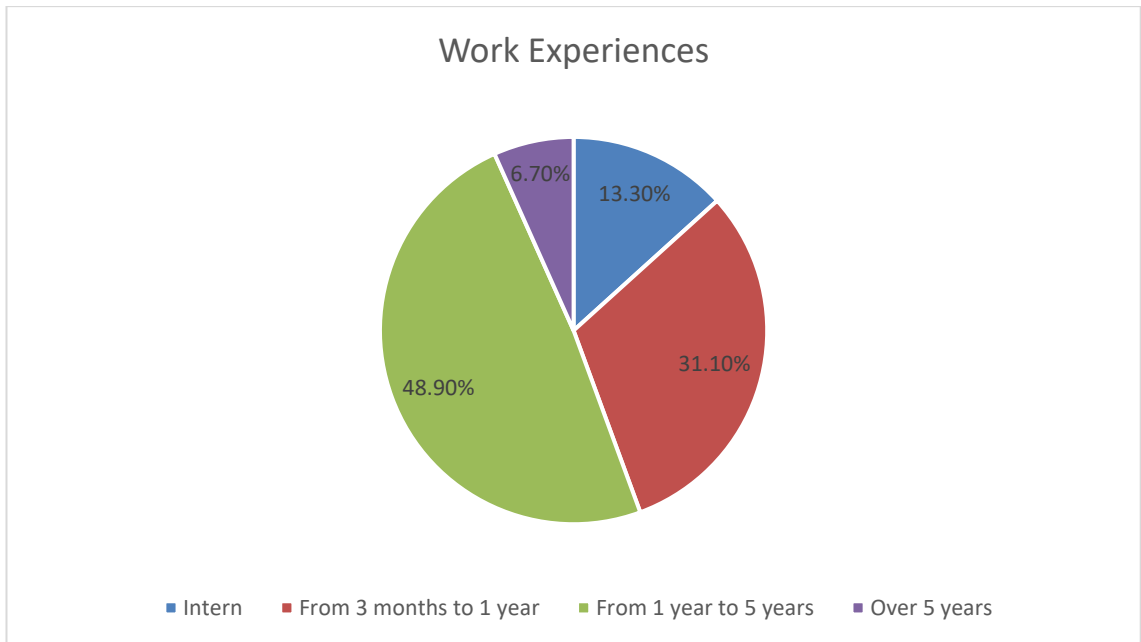


Figure 17. Work Experiences in Finland.

#### 4.1.5 Nationality Characteristics

Based on the survey result, most of the housekeepers are from foreign countries, while only 1 Finnish housekeeper involved in the survey. As mentioned above, the thesis research was made when the coronavirus was happening; the author tried to spread the research as large as possible; however, it could not approach the Finnish housekeepers.

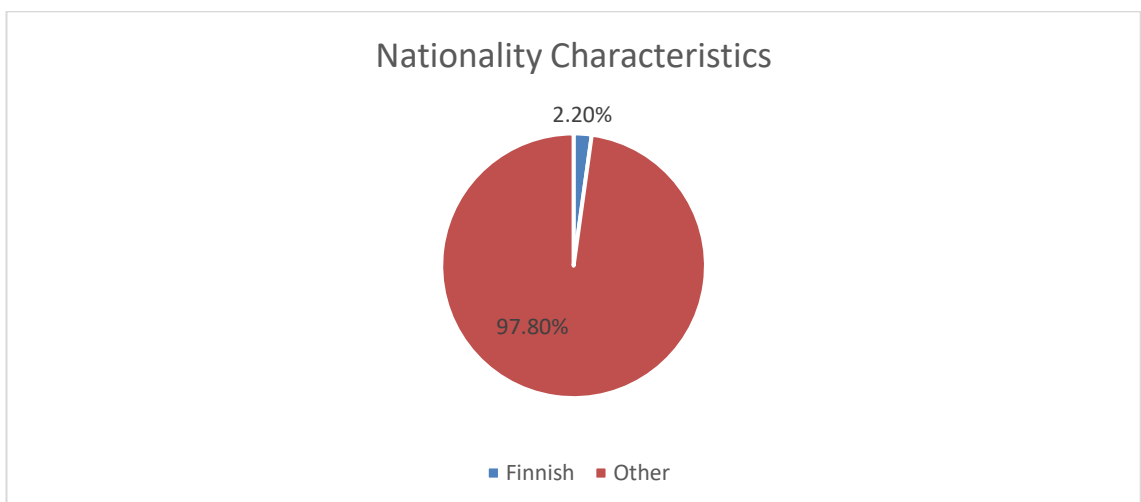


Figure 18. Nationality Characteristics in Finland.

To be more precise, according to Hussain (2016), in his thesis, results also showed that the number of foreign housekeepers in Finland was the majority in both outsourced cleaning companies, which were SOL and N-clean. This figure below shows his result.

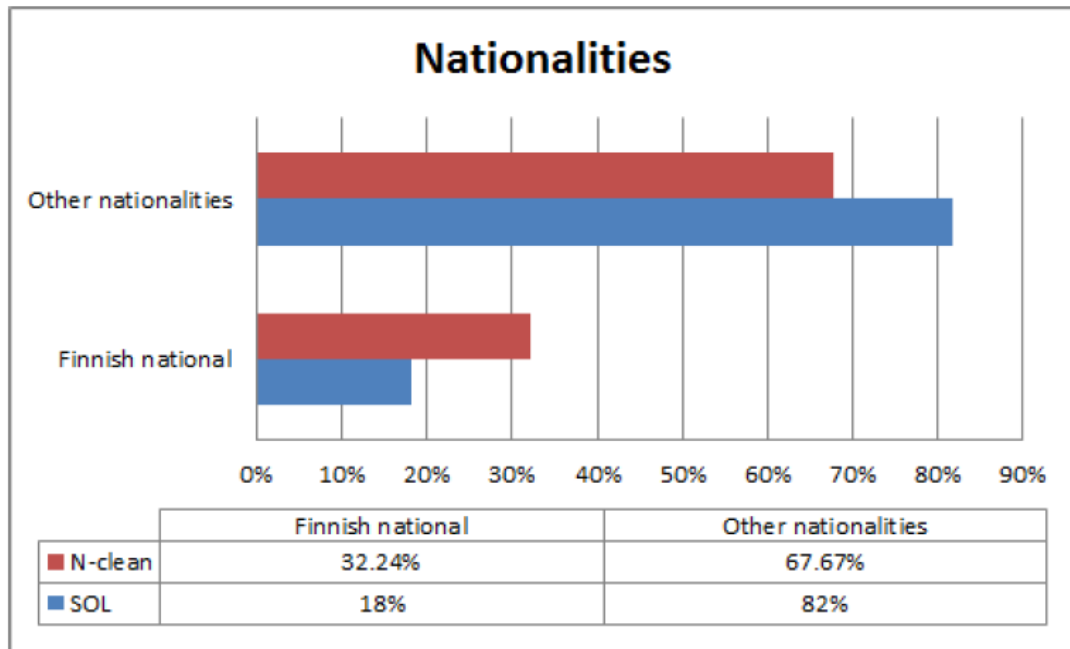


Figure 19. Screenshot of nationality of the employees at N-Clean and SOL (Hussain 2016).

Based on the author’s work experiences and observation, similar results were noted. In the internal housekeeping department that the author is working for at the moment, 100% of housekeepers are foreigners. Furthermore, foreign housekeepers were also the majority at the outsourced housekeeping department that the author used to work last year.

#### 4.2 Job Satisfaction

As the same as in Vietnam, the housekeeper’s satisfaction in Finland will be analyzed based on the following information the evaluation of: “training program”, “working condition”, “promotion opportunities at work”, “co-workers and supervisor(s)”.

## 4.2.1 Training Program Evaluation



Figure 20. How do you feel about the training program?

The figure above shows the worker perceptions of the training program. The feedbacks collected were diverse, from the positive comments, negative comments, neutral comments to no training program provided to the housekeepers.

Thereby, the most important factor affecting the housekeeper's perspective on training program was the information. If the training program were not informative, the housekeepers would not know how to work, the working process, or how to handle problems. Moreover, the role of the supervisor(s) was also crucial; it was not only about how helpful the supervisor(s) was but also the managerial characteristics and management style. Furthermore, the cleaning companies or organizations should concern about how to build the training program? Would it be simple or complicated for the housekeepers?

The importance of the training program is illustrated in the opinion below.

*I think it is a very important part of this job. Quality, time, and teamwork are very important, not only for the business, also for your co-workers. If you have not been well trained, your co-workers will suffer more than anyone else.*

## 4.2.2 Working Condition Evaluation



Figure 21. How is your working condition?

The figure above shows the housekeepers in Finland thought about the working condition from the opinions collected from the survey. There were mixed opinions that had been given. It seemed like the management style was a crucial factor, especially about time limitation. Outsourced housekeepers in Finland need to ensure the time limit given by the companies, otherwise, the housekeepers would be criticized badly about their working progress. Moreover, lack of safety equipment and risky about hygiene affected negatively to the housekeepers.

*Usually the working condition is not good for my opinion, because sometimes I work overtime without pay. And they give only 15 minutes time for every room. What if the rooms are very messy, how can I finish it for 15 minutes only? So that is why I quit my housekeeping job, and I went to study for the language course.*

## 4.2.3 Promotion Opportunities at work

Surprisingly, most of the housekeepers in Finland responded that it was impossible to get any opportunities if they worked for long-term for the companies, in which 46.7% answers accounted, while only 31.1% answers agreed that they could be in a higher position and 22.2% answers were not sure about their opportunities. These numbers given are based on the result of the survey.

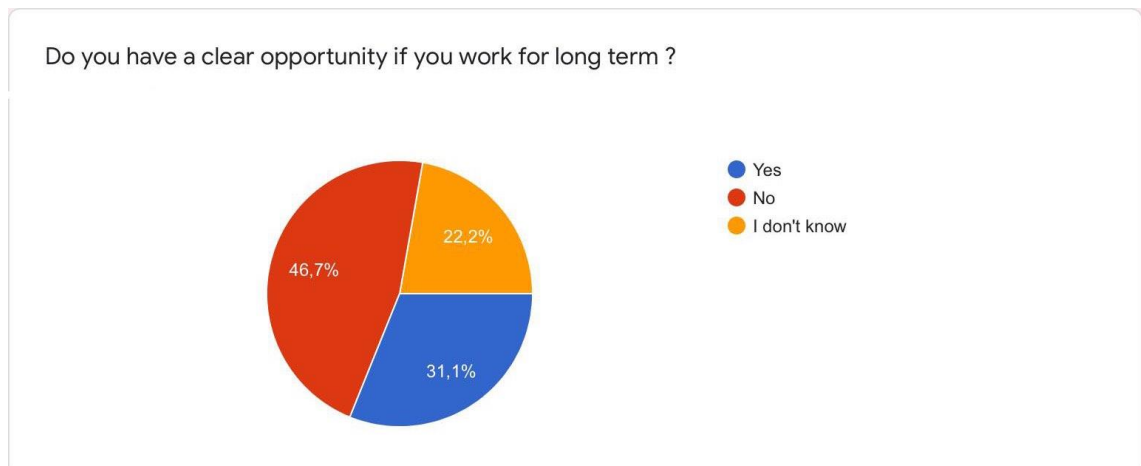


Figure 22. Promotion Opportunities at work of Housekeepers in Finland.

#### 4.2.4 Co-workers and supervisor(s) Evaluation

There is a sad situation that most of the negative feedback collected was about the supervisor(s). Supervisors not only manage employees but also affect the psychology and work progress of employees in a negative or positive way, which is based on the managerial ability and personality of supervisors, especially to inexperienced workers. The feedbacks collected about the supervisor(s) were: "bossy and mean", "push pressure", "unsupportive", etc. However, there were some positive feedbacks about the supervisor(s) as well, such as "nice and friendly", "supportive", "good with their job", etc. An opinion mentioned that the hotel policy was the matter neither the co-workers nor the supervisor(s). Besides, the youth of co-workers was also a matter, "old people are nice but easily to get depressed". Lazy co-workers were noted. Therefore, it can be seen that the psychology of the employee is adversely affected depending on the supervisor(s) and the teammates. The following are notable comments to be noted:

*They are nice and friendly, but sometimes my co-workers are in a hurry and left me alone with the room full of trash to throw away. The supervisor is strict and unhappy when we could not finish the tasks on time or got complaints from the customers. Otherwise, she would be very nice and helpful.*

*The co-workers are the best thing we have in this kind of job, normally everyone has a good and positive attitude, and everyone is ready to help, that is exactly what we need in stressful times. Supervisors sometimes do not understand the situation, and they expect too much from us.*



*They bullied and bad-mouthed about me nonstop. They tried to pick up tiny mistakes and exaggerated things even made up things about me that never happened. They mentally abused me and threatened me all the time that they might kick me out from the job if I did not work well.*

*Co-workers are nice mostly. Supervisor depends on each person. Some do not have mind for business and employee relationships.*

*Co-workers were good, they taught me what I did not know and helped me every time they could. Nevertheless, my supervisor ignored me, expected me to know things. No one had told or taught me, and at the time were disrespectful.*

*My co-workers were ok but supervisors where very unsupportive, and most of the workers there are just been used because of their residence statues. Even when I complain, the supervisors do not want any idea contribution from workers but want excellent job.*

*Supervisors put too much mental pressure as they are superior, and a worker does not mean anything. As for co-workers, it is all right it is sad to see that most of the foreigners and some with high education cannot find opportunities in Finland.*

To conclude, the satisfaction of Housekeepers in Finland is demonstrated in the figure below, according to the result of the survey.

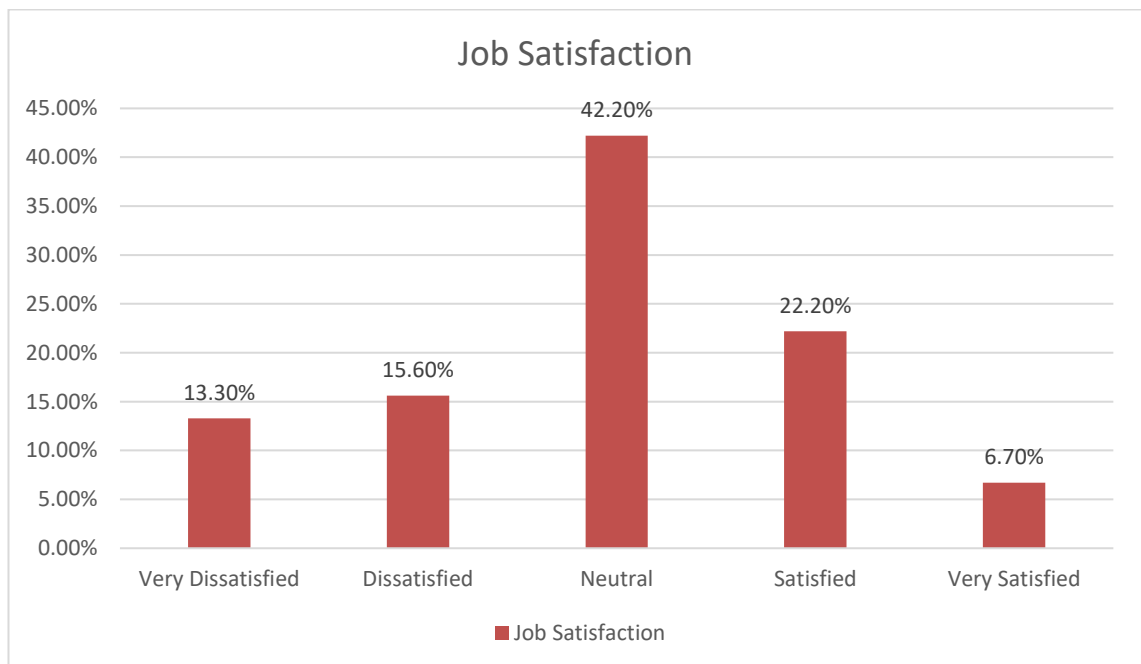


Figure 23. Job Satisfaction in Finland.

### 4.3 The affordability for living

This subchapter will find out whether if the Housekeepers in Finland could manage their life with their monthly income or not, and the satisfaction level of the housekeepers with the monthly salary.

#### 4.3.1 Salary

Most of the Housekeepers in Finland could earn the average salary in Finland, from 1000 euros to 2000 euros, in which 60% of the housekeepers, while 37.8% housekeepers have earned low salary, under 1000 euros, only 2.2% of housekeepers could earn 2000 euros and above, according to the result's survey.

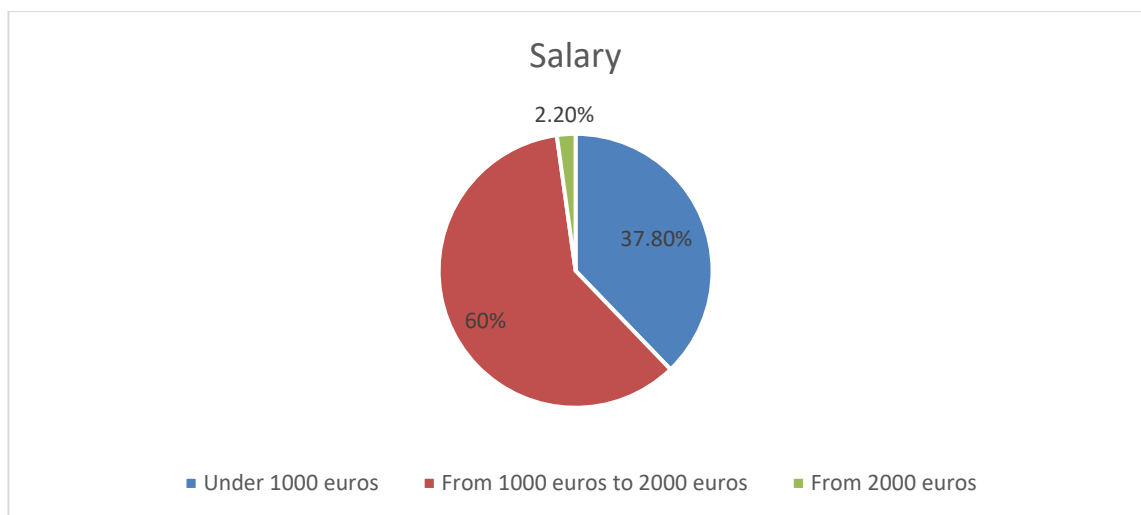


Figure 24. Monthly Income of Housekeepers in Finland.

Additionally, a person working in Cleaning and Housekeeping in Finland typically earns around 2,490 EUR per month. Salaries range from 1,690 EUR (lowest average) to 3,780 EUR (highest average, actual maximum salary is higher). (Salary Explorer 2020a).

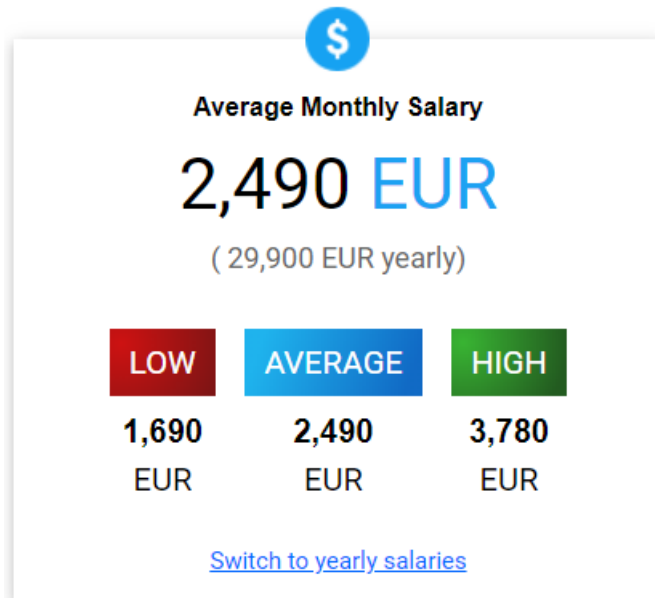


Figure 25. Screenshot of Average Monthly Salary of Housekeepers in Finland (Salary Explorer 2020a)

#### 4.3.2 Salary Satisfaction

Low Salary compares to a hard-physical job is the majority of feedback collected. Most employees mentioned that housekeeping was not a well-paid job due to the effort they had to put in this job. On the other hand, some opinions satisfied with the salary; however, the satisfied housekeepers confessed that the salary was just enough to live in Finland, hard to spend on other needs.

The figure below shows the employees opinions on salary satisfaction based on the data collected from the thesis survey.

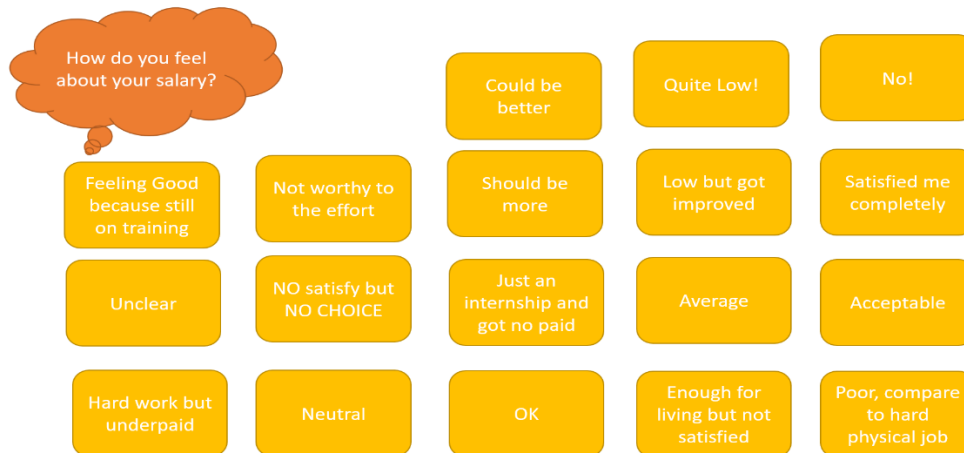


Figure 26. Salary Satisfaction in Finland.

#### 4.4 Housekeeper’s Point of View in Finland

The housekeeping industry in Finland still has many limitations that need to be overcome. As mentioned above, most of the housekeepers in Finland are foreigners. In order to explain this reality, it would be hard for foreigners to get a job in Finland without Finnish skill. Since housekeeping is just a physical job, It does not require Finnish skill to work, this has been demonstrated in the “Language Usage” part in Finland, therefore, the foreign employee do not have any choice rather than working as a housekeepers before he/she change to another job.

*Have no ideas; if I have a better opportunity, I will change job asap.*

In general, Inadequate problems stem from the conflict between the cleaning company and its employees. Of which, there are 2 main causes of the conflict, which are salary policy and management style.

When it comes to the management style, here are some factors of the management style that has affected badly to the housekeepers

- Strict time limit

*It is pretty good. But increase in flexible timing of work will have the possibility of providing better quality service which even the housekeeping personnel wishes but sometimes due to the restriction of time it is not possible to achieve.*

- Discrimination between Finnish employees and foreign employees

Some opinions mentioned that they were maltreated compare to Finnish housekeepers

*The reality is harsh relationship. In this department, sometimes there are unfair situations in working hours or tasks of foreign employees because we need visa and depends on many things and often treated less fair than Finnish employees. I hope the company would have fairer policy for both employees in working hours i.e. more flexible working hours for foreign workers who are studying at the same time and not to assign them to work on weekdays all times.*

- Promotion opportunities are not clear

An opinion mentioned that; unclear promotion opportunities could lead to some unfair situation.

*Housekeeping are popular among students who cannot find their major job due to the lack of Finnish. There should be a better and clear career path for housekeeper, for example, to be promoted as supervisor. The supervisor position is usually filled with people who known Finnish or have a good relationship with boss. People who work hard, done job perfectly are hardly promoted since they are really good at cleaning.*

- Labor Exploitation

Some companies have forced their employee to work more time than the employee expected

*It needs to be look into because most of the workers are been used. You are supposed to a 5hrs job but you going to spend more than 8hrs on the job and you not paid properly.*

*Most of the companies use foreigners (in majority) to be their housekeeping slaves. I happened to be in position when the company, having contract with me, did not follow that and abuse their position, even after confronting and talking about legal points, later I had to resign as it was basically a slavery. I have met many people in the same position and housekeepers. Unfortunately, I think nothing can be done to improve this as it is beneficial and simple for firms to use foreigners.*

When it comes to the salary policy, the main problem is the salary is too low compare to the effort of the employee, as It has analyzed in the "Salary satisfaction" part in Finland.

*I used to be a housekeeper for Sol company and work at Scandic hotel. The workload is high and salary only 10.30-11.30e. I dropped the job after 2 months.*

However, some opinions show that housekeepers satisfy with their job.

*Honestly speaking, in the company, where I had been worked, everything was at a high level, so I enjoyed it pretty much, and do not have any suggestions for improvements.*

Some solutions have been given by the housekeepers in order to develop its industry in Finland are listed as follows:

- Management needs to be improved by listening and respecting the housekeepers.
- Proper training, opportunities, and fair treatment.
- Employee expectation should be given clearly, especially to the beginner.
- Change the work arrangement, for example, "work in team for the whole floor, like a person will take care of the bed, another will clean toilet, and another will clean the living room and the minibar".
- Increase the salary, or it should have been cleared.

To summarize, it can be seen that, housekeeping industry in Finland still exist a lot of inadequacies, in which, the main reasons are the conflict between the outsourced cleaning companies with the employee and low salary. Housekeeping is a hard-physical job; each housekeeper has its own feeling, hope, and efforts. Through this thesis research, the author hopes that reality could be changed for some improvement.

## **5 Research result**

This chapter is the conclusion and the synthesis of the 2 chapters above. It will focus on analyzing the similarities and differences of the housekeeping industry in both countries in order to give the reader a proper picture of this industry.

### **5.1 Similarities**

In general, housekeeping staff in 2 countries are skilled and high qualified. Moreover, young workers from 18 to 30 years old are the majority in both countries,

and the number of female housekeepers is higher than male. Most employees understand their work, understand the nature of the job, and promote the strengths of each individual to complete the job well.

Housekeeping industry in both countries has certain shortcomings. Most housekeeping staff are dissatisfied with their salary, management, training programs, working condition, and opportunities for career advancement are unclear.

Low salary, strict management, no connection between the manager and the workers, the employees feel like they are exploited the persistent problems in both countries. Working as a housekeeper, it is just enough to live on the salary they receive, not as abundant as other professions. The results they receive are not commensurate with the sacrifices and efforts they have put in their work. Furthermore, the above shortcomings still exist because the cleaning industry in both countries is hardly interested and developed. The reason for this is that the cleaning industry is not attractive to human resources in and outside the tourism industry in general, because the work is very hard, but the salary is low. There are also bad stereotypes about cleaning, saying that it is just a low-class job; it does not require a degree, just be physically good to do it.

The salary in both countries is lower than in any other job. According to Salary Explorer, the figure below demonstrates this reality.



Figure 27. Cleaning and Housekeeping VS Other Jobs. (Salary Explorer 2020)

In conclusion, the housekeeping staff in both countries have been facing lots of problems and limitations in their work, this could lead to many consequences, in which most typical consequences are the lack of human resources, and few people are interested in the housekeeping industry. Those are significant challenges that need to be discussed and developed.

## 5.2 Differences

The table below shows the differences between the housekeeping industry in both countries.

Internal Housekeeping in Vietnam	Outsourced Housekeeping in Finland
<p>The most used language in Vietnam is Vietnamese. This comes from most of employees in Vietnam are Vietnamese; English is also required but not popular. Low foreign language level is also another reason. Stereotype about housekeeping is negative in Vietnam.</p> <p>In Vietnam, human resources are lack of Housekeepers due to bad stereotype on this job</p>	<p>Most housekeepers in Finland are foreigners; therefore, the most used language is English, sometimes Finnish is required, but it is a minority. In Finland, there is less bad prejudice about housekeeping job.</p> <p>In Finland, it does not have a lack of human resources; on the other hand, there are many housekeepers but lack of Finnish housekeepers.</p>
<p>Despite many existed limits, according to the survey, 50% of employees are satisfied with the job. In addition, most employees think they have the opportunity to be in higher position at work</p>	<p>The collected results in Finland show that most housekeepers in Finland would not be in a higher position in this job. Furthermore, the number of satisfied results is lower than Vietnam,</p>



	“Neutral” is the most accounted answer.
Salary in Vietnam is much lower than salary in Finland, comparing from the average salary rate in Vietnam ~314 euros to 1000 euros average salary in Finland. First, the living expense in Vietnam is low, everything is cheaper than in Finland. Second, the personal income tax rate is also low. Lastly, the currency value is lower than euro, with 1 euro you can buy a meal in Vietnam but in Finland, it is not possible.	On the contrary, salary in Finland is higher than in Vietnam. However, with a high living expense rate and income tax rate, the average salary rate just affords the employee enough to live in Finland. Moreover, the commodity tax is also high in Finland. Therefore, it can be seen that if the salary in Finland is just higher than in Vietnam a little, the housekeepers could not afford their life in Finland at all.

Table 1. The differences between Vietnamese and Finnish Housekeeping.

## 6 The Guideline

The guideline in this chapter has been developed based on the thesis result. Moreover, this guideline is also developed by various sources, such as results from the interview with Finnish Housekeeping manager and interviews with Vietnamese student housekeepers. Furthermore, the guideline is contributed by the author’s work experiences and observation in both outsourced housekeeping department and internal housekeeping department in Finland. This guideline is not only for inexperienced Vietnamese students, but it also hopes to be a useful guide for inexperienced students from everywhere that want to be or will be a housekeeper in Finland.

### 6.1 Why to choose Housekeeping to work in Finland?

Work experience is essential if you tend to stay in Finland after graduating from university, especially for hospitality students. In order to get a proper job or a job that you like, first, you need to earn some work experience. Housekeeping is one

of the easy jobs to find and get in Finland. Why? Because Finnish skill is rarely needed in this job, as mentioned above, this also the factor that makes most foreigners struggle to find their dream job in Finland. When you have gained some work experience in Finland, it could be helpful for you to support your future career, which is recorded in your CV.

## **6.2 How to find a job in Finland?**

This sub chapter is not only about housekeeping job but also for every job in general. There are many ways that you can find a job in Finland. First, through social media, such as Facebook, LinkedIn, etc. There are many job-seeking groups for international in Finland on social media, especially on LinkedIn, where you can ask the manager or employers directly if you could connect to them. Second, through social connection, having a large network could help you a lot in finding a job that it could lead you to have some opportunities if you met the right people. Besides, you can ask for your education institution's career office or teachers. The office could give some information which would be useful for you. Lastly, through online channels. To be more specific, there are some human resources companies in Finland, such as Monster Oy, Enjoy Oy, Barona Oy, etc. However, you can also look for jobs directly on the company's website, in the housekeeping industry, some cleaning companies are N-clean Oy, SOL Palvelut Oy, etc. Other useful channels are:

- The Finnish Labor Administration's (TE-Palvelut) website: <http://www.te-palvelut.fi/te/fi/>
- <https://jobs.workinfinland.fi/open-positions/>
- [www.indeed.fi](http://www.indeed.fi)
- [www.duunitori.fi](http://www.duunitori.fi)
- <https://rekry.nclean.fi/>
- <https://www.sol.fi/en/careers/>

## **6.3 Interviews results**

This subchapter is the analysis of the interviews results with the Finnish Housekeeping Manager and Vietnamese student housekeeper. The results collected from 2 different group of people. The first group of objects is the manager who

manage and supervise the housekeepers. The result from the manager shows the expectation of the manager, the advice and how a housekeeping department is managed in the hotel. The second group of objects is the student who used to work as a housekeeper that she had experiences in housekeeping industry in Finland. The result reflects the observation of a foreign housekeeper, the difficulties as well as the advice from the student. By having those results, the inexperienced students will have their knowledge and understand the housekeeping industry better.

### **6.3.1 Results from the manager**

Janet Pesonen is an experienced manager with good executive management skills. She understands that some cleaning companies have poor management practices leading to conflicts between employees and the company, which is similar to the current situation in Finland. However, Janet is currently in charge of internal housekeeping, and if she can choose between internal or external housekeeping, she will choose the internal housekeeping department because it has many benefits for the company and a comfortable working spirit for employees.

When working in Finland, managers and employees need to have mutual trust, and Janet believes her team can work well. From there, feedback to the staff will be given. In addition, a good training program also helps motivate employees to work, and Janet attaches great importance to building a quality training program for its employees. If internal conflict occurred, listen to the workers by "sitting down, talk in a non-judgmental way and addressing the issues", action taken would be based on different situations. Moreover, there is no discrimination between an international worker with a Finnish worker, according to the manager.

*We work as a team together; we help each other out and make sure that no one is left to do loads of rooms alone.*

Short limitation for the cleaning time for a room is one of the leading causes of the increase in pressure for housekeeping staff in Finland, so the health of the staff, according to Janet, should be put on top priority.

*We are not robots, and I refuse to beat my workers to produce faster results.*

For inexperienced housekeepers, especially Vietnamese students, trust is what the manager needs. You need to trust the manager and vice versa. Moreover, you also need to trust yourself that you could do this job and put 100% effort into it. When it comes to some demanding situation, “keep a cool head and use common sense to cope”. Respect the customers is the top priority, then respect the co-workers as well.

*Be enthusiastic, be yourself and work hard.*

*You have to be able to work alone and independently and within the time frame given.*

Additionally, receiving comments from the manager and change the way you work based on the comment is also important. The manager mentioned that a Vietnamese worker did not follow her feedback seriously; this could lead to conflicts between the manager and worker as well as decrease the working progress and results of the worker.

To conclude, even though in reality, bad management style is one of the shortcomings of the housekeeping industry in Finland; however, there are still some skillful managers that they understand their workers. The comments collected from Janet Pesonen is hoped to give the inexperienced worker a proper aspect and expectation from the manager to the worker.

### **6.3.2 Results from Vietnamese student Housekeeper**

The interview was made face-to-face with a Vietnamese student; she used to work as an outsourced housekeeper for 3 months in the summer of 2019.

It took her 1 month to get used to with the job, due to the heavy workload and work tasks; therefore, this shows how important a good training program for the inexperienced housekeeper is in this service. “ This work is very stressful”, she said. Problems could be from everywhere, from the manager, the co-workers, the customer, and even to the hotel itself. The issues given were:

- Not coordinating well with colleagues
- The complaint from everyone
- Meet the customer and the hotel needs

To be more specific, the complaint was the most important difficulty that she faced with. It led to many consequences and increased the level of stress. Moreover, sometimes the customers or the hotel have some specific needs; the student must serve them. This led to inflexible working hours and increased unfinished work tasks. Moreover, the salary did not increase when she completed those additional tasks. The student also got unfair treatment; for instance, other workers got more date in the weekend, in which it could be double salary according to Finnish labor legislation. Moreover, she was a replacement for the workers who had some sick leave or day-off even though she wanted to rest.

On the other hand, the student mentioned that there was no stereotype in house-keeping job in Finland; in contrast, the customer also helped her and respected her in a kind way, for example, cleaned something before checked out, left some thank you note, etc.

Before working in Finland, first, you need to know the basic rules of labor legislation in Finland, which will be mentioned in the working contract in order to protect yourself from labor exploitation. Research about the company's reputation through many sources, such as social media, LinkedIn, and feed-back from the workers of the company beforehand, is also needed; therefore, it could help you from working under bad company.

With the housekeeping job, first, it is necessary to practice and gain some knowledge before you come to work. You can practice at home, for example, change the linen, pillow, bed cover, clean the house, etc. Do some basic cleaning at your house first and practice in the time frame. Moreover, watch some videos on YouTube about housekeeping jobs to give you a proper aspect of the job.

*This could help you increase your knowledge and competitiveness at work.*

To conclude, the student emphasized that, housekeeping is a stressful job, and it still exists so many discrimination and disadvantages against international worker. However, she recommended to work, not only earning money but also gaining experience, as it is important if the new coming students tend to live in Finland.

## 6.4 Recommendations and Suggestions

The author has earned experiences as an outsourced housekeeper for a high-quality cleaning company and currently having an internship in an internal house-keeping department.

The figure below shows the author's mentality during his first housekeeping job through each stage.

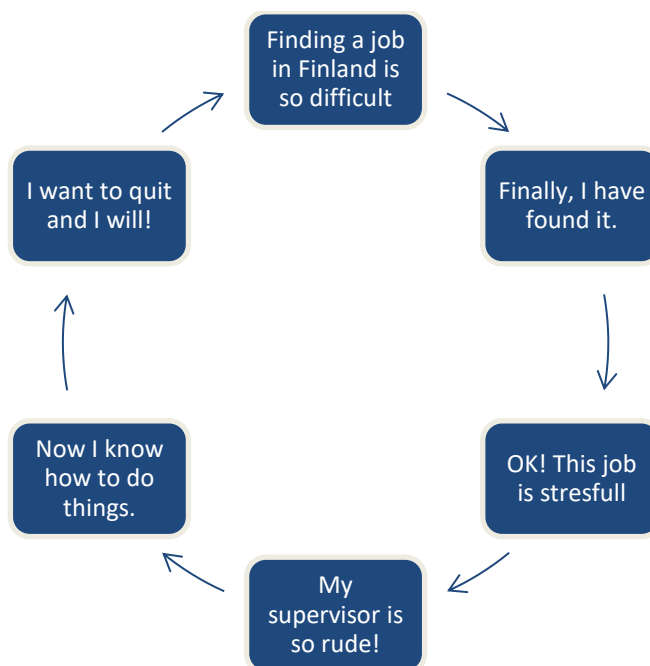


Figure 28. The author's mentality through each stage.

Based on the figure above, it can be seen that the author's experiences are like most of the housekeepers in Finland. Housekeeping is a hard job that requires strong physical and mental health. The pressure could be from anywhere. Stay calm is the first thing that came in mind when some bad thing happened. When it comes to a conflict with the supervisor, present the issues and feelings in a straight and respectful manner is the first thing you should do. From that, based on the supervisor's behavior, you can conclude that do you deserve to work for him/her or not. Of course, when deciding to quit a job, it would be hard to make, there is a quote that:

*Whenever you want to give up, think about your reason to start.*

However, in some cases, if the job affected too negatively to your mental and physical health, quit it, you do not have to take it too much when your body and your mind can not. There are more opportunities that you could have and more things to experience.

Finland is a cold country; therefore, the influence of weather also negatively affects to inexperienced workers, especially Vietnamese, who comes from a tropical country. In winter, the weather is not only cold but also dark. Preparing warm clothes and Vitamin D are essential. Moreover, consider also how could you go to work; it depends on the location. Sometimes, the workplace is too far away from home; therefore, you should consider how to get there in the most convenient way.

When it comes to work, respect other workers and the manager is important. They can show you how to work nicely; however, they can change the behavior if you do not listen. Therefore, a good working attitude is necessary due to the importance of teamwork in this job.

To conclude, In addition to providing background knowledge on the job, inexperienced workers should also equip themselves with knowledge about the workplace, the natural conditions to prepare for themselves with the necessary items to protect their health, because without health, he/she would not be able to work.

## **7 Summary and Discussion**

The present thesis has investigated the current status of internal housekeeping in Vietnam and Outsourced Housekeeping in Finland. Moreover, the thesis dealt with designing a guideline for inexperienced Vietnamese students, and it hopes to be useful for inexperienced workers in general.

The results of the thesis were what the author expected based on the knowledge and work experience in housekeeping. The thesis survey results have pointed out some limitations that still exist in Vietnam and Finland, in which low salary

and strict management styles are the main cause of low or average workers' satisfaction rates in both countries.

However, the interview results with Finnish Housekeeping Manager shows potential and a light to the housekeepers that there are still some managers who understand the housekeepers' feelings and actually care about their mental and physical health. Therefore, in some difficult situation, sit down and express the feeling to the manager in a respectful way could be a great solution in order to solve the conflict between housekeepers and manager(s). As a result, the distance between would be close and understand each other. However, every job is a job that requires work progression. Receiving feedback from the manager and change the working attitude based on the feedback is something that the housekeeper needs to keep in mind.

The author suggests that the housekeeping industry in both countries could be changed in a positive way if it were developed by tourism experts. Look into the shortcomings by collecting data from the employee is the most important way, because the employee is the heart of every business, without them, no business could be beneficial. Listening to them and figuring out the solution should be in top priority. In summarize, the housekeeping industry needs to be addressed and changed some policies regarding the employee's benefits.

At the end, the author hopes that housekeepers from everywhere in the world would be more respected. They are silent warriors that contributed to the development of the business without any notice. They take part in one of the most difficult positions in the tourism industry; they clean up the mess after the party; they ensure the customer's comfortability by giving them a cleanroom. However, sadly to see and know that most of the housekeepers are dealing with lots of pressure and problems at work. Hopefully that there will be a bright future for the housekeepers and more respectful to them.



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Table 1. The differences between Vietnamese and Finnish Housekeeping, p. 56-57

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## Appendix 1



**Dear Housekeepers,**

I am a third-year student of Tourism and Hospitality in LAB University of Applied Sciences (UAS). I am conducting my thesis as a student survey in LAB UAS. The purpose of the research is to find out the opinions of the housekeepers about the reality of the housekeeping industry in Finland, in which the most important is the job satisfaction of the housekeepers.

By responding to the attached questionnaire, you are free to share your opinion about its industry and solution in order to the development of housekeeping industry in Finland. The results of my thesis will be published in Theseus in May 2020.

By filling the questionnaires below, you can also have a chance to change the reality of housekeeping industry. Your response will be treated anonymously. The results will be used only for the purposes of the research.

Please, fill the questionnaires at the latest 20.4.2020.

If you have any question or looking for some further information about the research, please contact me via email: [loc.do@student.lab.fi](mailto:loc.do@student.lab.fi) or through social media. It is my pleasure to answer your questions.

Your participation is appreciated!

Thank you so much!

Best Regards,

Loc Do.

## Survey of Housekeeping Service in Finland

### Gender

- Male
- Female

### Age

- Under 18 years old (y.o)
- From 18 to 30 y.o
- From 30 to 50 y.o
- Over 50 y.o

### Work Experience

- Intern
- From 3 months to 1 year
- From 1 year to 5 years
- Over 5 years

### Nationality

- Finnish
- Other

### What kind of Housekeeping Department are you working for?

- Internal Housekeeping (Work directly for the accommodation business)
- Outsourced Housekeeping (Work for Cleaning Company Service)

### Working Languages

- Finnish
- English
- Other

### How much is your salary per month?

- Under 1000 euros

- From 1000 euros to 2000 euros
- Over 2000 euros

Do you have a clear opportunity if you work for long-term?

- Yes
- No
- I do not know

From 1 to 5, please rate your working satisfaction. In which

1. Very Dissatisfied

2. Dissatisfied

3. Neutral

4. Satisfied

5. Very Satisfied

Please, fill those questions in full sentence.

How is your working condition?

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How do you feel about the training program?

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How do you feel about your salary with this job?

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How do you feel about your co-workers and supervisor(s) at work?

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What do you think about the reality of the housekeeping department in Finland at the moment? Do you have any suggestion to improve its service?

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**Thank you for your participation!**



**Kính gửi các nhân viên buồng phòng,**

Tôi hiện đang là sinh viên năm cuối ngành Quản trị Du lịch tại trường Đại học Khoa học Ứng dụng (KHUĐ) LAB, Phần Lan. Bài khảo sát này là một phần của sự nghiên cứu luận văn của tôi về đề tài với tên gọi " Bản hướng dẫn cho học sinh Việt Nam làm việc trong ngành buồng phòng ở Phần Lan". Mục đích của cuộc khảo sát là nghiên cứu thực trạng ngành buồng phòng ở Việt Nam, đi sâu về thực trạng, chất lượng dịch vụ cũng như sự quản lý, giám sát của cấp trên tác động tới sự hài lòng trong công việc của nhân viên dọn phòng. Từ đó, đưa ra thực trạng và giải pháp để phát triển ngành buồng phòng ở Việt Nam, giúp cho sinh viên Việt Nam nhìn nhận được sự khác biệt của ngành buồng phòng ở Việt Nam và Phần Lan để chuẩn bị làm việc như là một nhân viên dọn phòng ở Phần Lan.

Qua việc thực hiện cuộc khảo sát này, bạn sẽ góp phần đưa ra tiếng nói của mình về ngành buồng phòng ở Việt Nam và phương pháp giải quyết cho những nhược điểm còn tồn tại. Kết quả cuộc khảo sát sẽ được công bố trong tháng 5 năm 2020.

Ý kiến của bạn sẽ được ghi nhận theo hình thức ẩn danh. Kết quả của cuộc khảo sát chỉ nhằm phục vụ cho mục đích nghiên cứu cho bài luận văn này.

Xin vui lòng thực hiện cuộc khảo sát không quá ngày 20.4.2020

Nếu bạn có bất kỳ thắc mắc xung quanh về cuộc khảo sát cũng như về bài nghiên cứu luận văn này, xin hãy liên hệ tôi qua email: [loc.do@student.lab.fi](mailto:loc.do@student.lab.fi) hoặc qua mạng xã hội. Rất hân hạnh khi được trả lời câu hỏi của bạn.

Cảm ơn sự đóng góp của bạn

Trân trọng,

Lộc Đỗ

## Khảo sát về thực trạng ngành dịch vụ buồng phòng ở Việt Nam

### Giới tính

- Nam
- Nữ

### Tuổi tác

- Dưới 18 tuổi
- Từ 18 đến 30 tuổi.
- Từ 30 đến 50 tuổi
- Hơn 50 tuổi

### Kinh nghiệm làm việc

- Thực tập
- Từ 3 tháng đến 1 năm
- Từ 1 năm đến 5 năm
- Trên 5 năm

### Bạn đang làm việc cho loại phòng vệ sinh nào?

- Quản lý nội bộ (Làm việc trực tiếp cho doanh nghiệp lưu trú)
- Dịch vụ dọn phòng thuê ngoài (Làm việc cho Công ty dịch vụ vệ sinh)

### Ngôn ngữ làm việc

- Tiếng Việt
- Tiếng anh
- Khác

### Lương của bạn mỗi tháng là bao nhiêu?

- Dưới 5 triệu VND
- Từ 5 triệu đến 8 triệu VND
- Trên 10 triệu VND

### Bạn có cơ hội rõ ràng nếu bạn làm việc lâu dài?

- Có
- Không
- Tôi không biết

Từ 1 đến 5, vui lòng đánh giá mức độ hài lòng trong công việc của bạn. Trong đó

1. Rất không hài lòng
2. Không hài lòng
3. Trung bình
4. Hài lòng
5. Rất hài lòng

Xin vui lòng, điền vào những câu hỏi trong câu đầy đủ.

Tình trạng làm việc của bạn thế nào?

.....  
.....

Bạn cảm thấy thế nào về chương trình đào tạo?

.....  
.....

Bạn cảm thấy thế nào về mức lương của mình với công việc này?

.....  
.....

Bạn cảm thấy thế nào về đồng nghiệp và người giám sát của mình tại nơi làm việc?

.....  
.....

Bạn nghĩ gì về thực tế của bộ phận vệ sinh tại Việt Nam vào lúc này? Bạn có bất cứ đề nghị để cải thiện dịch vụ của mình?

.....  
.....

**Cảm ơn vì sự tham gia của bạn!**

## **Appendix 3**

### **Finnish Housekeeping Manager Interview Questions**

1. Why most of the hotel use outsourced housekeeping in Finland?
2. How do you motivate your employee?
3. How are feedback from the customers collected? What would you do if you received lots of negative feedbacks?
4. How do you rate the housekeeping service quality in your hotel and in Finland (in general)?
5. If you were a hotel manager, would you choose internal housekeeping for your company? What aspect that affect you to choose the housekeeping style for your company?
6. What are the things that you expect from the housekeepers (especially new-bie)?
7. What would you do if working conflict happened in your team?
8. Do you have anything to share with the incoming international housekeeper to Finland?
9. Do you have any Vietnamese workers? If yes, what are your thoughts about them?
10. Do you have any different management style between a Finnish house-keeper and an international housekeeper?

**Thank you for your participation!**

## **Appendix 4**

### **Vietnamese student Housekeeper Interview Questions**

1. Was it easy to get used to with the pressure of this job?
2. What were the difficulties you have to deal with?
3. Did you face with working culture shock in Finland? If yes, how could you handle it?
4. How would you rate the working condition in Finland?
5. In your opinion, what do inexperienced Vietnamese students need to prepare to work as a housekeeper in Finland?
6. Were you treated nicely and fairly compare to other housekeepers? (especially to Finnish housekeepers)
7. Do you think housekeeping is an inferior profession job in Finland?
8. What do you think about the management style of Finnish compare to Vietnamese?

**Thank you for your participation!**