



Manpower Update Report

Hotel Industry

2021

Hotel, Catering and Tourism
Training Board

ACKNOWLEDGEMENT

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Introduction

Background

The Hotel, Catering and Tourism Training Board (HOTB) of the Vocational Training Council (VTC) is appointed by the Government of the Hong Kong Special Administrative Region (HKSAR) to be responsible for, among other duties, determining the manpower situation and training needs of the hospitality industry which encompasses the hotel, catering and tourism sub-sectors, assessing whether the manpower supply matches manpower demand, and recommending to the VTC the development of vocational and professional education and training (VPET) facilities to meet the assessed training needs.

A new approach for collecting manpower information is adopted to enhance the effectiveness and better reflect the dynamics of the manpower situation.

Under the new approach, one full manpower survey is conducted every four years, and is supplemented by two manpower updates. The HOTB completed its latest manpower survey on hotel industry in 2018 while two manpower updates will be conducted in 2021 and 2022.

The 2021 manpower information update comprises:

(a) a focus group meeting of the hotel industry was conducted on 24 February 2021 to collect the views of industry experts on the latest developments in the industry, manpower and training needs, recruitment difficulties, and measures to tackle the challenges the industry faces; and

(b) desk research performed throughout the year from December 2019 to November 2020 to capture recruitment information as well as analysing job advisements including job vacancies of principal jobs, salary offered, academic qualifications requirement in the hotel industry.

Objectives

The objectives of this manpower update report of the hotel industry are:

- (i) to examine the latest trends and developments;
- (ii) to identify the manpower demand and training needs;
- (iii) to explore recruitment difficulties; and
- (iv) to recommend measures to meet the training needs and to ease the problem of manpower shortage.

Methodology Overview

With reference to the 2018 full manpower survey, this update report further constructs the qualitative descriptions of the recent developments of the industry through a focus group meeting, supplemented by making reference to some quantitative data of recruitment advertisements from desk research.

Focus Group Meeting

Focus group members were selected from the hotel industry with trusted knowledge of manpower situation and understanding of the industry. To enhance the efficiency in collecting views, the size of the focus group was limited to six persons.

During the focus group meeting, participants discussed on topics supported by the HOTB via the Working Party on Manpower Survey of the Hotel Industry under it. The discussions at the meeting were recorded and transcribed to facilitate analysis.

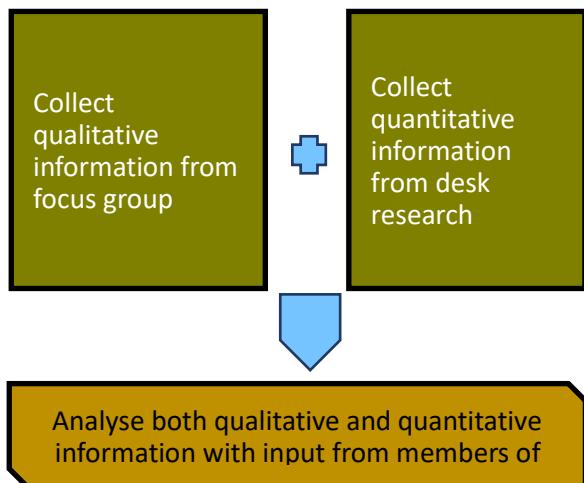
Desk Research

Manpower information of the desk

research was obtained throughout the aforementioned period. An employment information system was developed to capture the relevant recruitment data consisting of vacancy advertisements, monthly salary ranges and academic qualifications required from major online recruitment portals and the Labour Department. Over 5,500 recruitment records were collected during the research period and served as indicative information of the job market trend. The list of related companies under the Hong Kong Standard Industrial Classification was mapped to remove duplicated records.

Data Analysis

The analysis consists of the following three steps:



After the above qualitative and quantitative analysis, the findings and recommendations were augmented and endorsed by the HOTB.

Limitations

Different from the extensive quantitative manpower survey performed in 2018, this update report aims to discover the emerging themes in the manpower development of the industry. The employment trends and behaviour, recruitment difficulties, insights and observations from the stakeholders' experience were captured through this focus group and desk research. While the update report has adopted the qualitative approach of focus group discussion which covered a controlled selection of stakeholders, it might not be generalised to the entire population. Desk research that gathered information of job vacancies from advertisements in major recruitment websites and the Labour Department, also might not be exhaustive without reference to any historical data, those were used as reference supplementary to the observations of the focus group.

Findings

Factors Affecting Development of the Industry

The worst of times

The hotel sector is still at the epicenter of Hong Kong's tourism slump since the COVID-19 pandemic wreaked havoc to the local economy in early 2020. With more than a year after the pandemic first swept the city, fewer than 10,000 people arrived in Hong Kong in the first two months of 2021, down 99.7% as compared to the same period in 2020.

According to official statistics, the cumulative total visitor arrivals decreased by 99.7% from January to February 2021 when comparing to the same period in 2020. With much dependence on international and regional tourist and business arrivals, the overall hotel business was severely hit, sending previously hard earned revenue and profits to record low. The immediate resolution is to exercise stringent cost control to keep the business afloat. The industry has to react swiftly to rebalance cost and benefit.

While trying hard not to effect large scale retrenchment, it is inevitable that most hotels have to maintain headcount at a modest level. Hiring of staff has slowed down since the local social incident in mid-2019 and after which the economy has worsened. When hoteliers were looking for ways to boost the business in end-2019, the pandemic has further

gripped the devastated industry. Employment was frozen since early 2020 and even hiring of key positions has to be prudently considered. Existing manpower would be transferred for performing cross-departmental duties or redeployed among sister hotels, stretching limits of multi-tasking and tackling challenges with merging roles or new assignments at unfamiliar departments or properties.

Not until staycation became popular and the designated quarantine hotels scheme was introduced later during the pandemic period, the Rooms Division could barely survive with minimal in-house occupancy. Some chain-branded hotels could still allow for higher flexibility of staff deployment, but many others would need to furlough or cut staff with varying durations and intensity. To reduce costs, employment contracts may not be extended while vacant job posts would not be replaced. Contracted-out services would revert to be supported in-house as practically as possible.

The seemingly better off Food and Beverage (F&B) Department has been struggling through the critical times with some regulated dine-in operations, takeaway, food delivery and outside catering service, as well as sales of food and beverage products online or offline. To save jobs, employees from varied departments have been redeployed to

support the catering related tasks. To maintain service standards and to cope with peak service periods, some hotels have continued to hire part-time or casual F&B staff.

Riding on the self-help contact-free service practised at quarantine hotels, pre-packed sanitised beddings and necessities sets for guests limit the contact between Housekeeping staff and the guests. Depending on the hotel brands, this ingenious idea can be modulated for application in respective hotel departments or properties for cost and manpower savings.

The Road to Recovery

2020 has gone, yet the repercussions still exist. Without leisure and business arrivals, industry business would only be able to recover in an earnest manner. On the brighter side, the rolling out of vaccines and the planning for opening borders by every country will gradually motivate business recovery and travelling. Starting with the re-opening of the Mainland borders and Macao and then our neighbourhood regions, plans for establishing travel bubbles are underway whereby leisure and business activities could be rekindled.

Before international travelling resumes, staycations, domestic tourism and local consumption will be the focal business. To plan well out into 2022, fresh and interesting lodging and catering choices should be on offer to engage the local customers with elevated experience. Cherry-picked and budgeted staycations with complimentary or discounted

offerings of dining and use of hotel facilities serve as the next best thing to an overseas vacation. Gimmicky packages such as "Home Suite Home", Pets-friendly staycation, Teacation, glamping, houseboat packages etc are welcomed choices.

The tiered re-opening of quarantine-free travel corridors ride on effective pandemic control of Hong Kong and respective partnership areas. Arrivals to and from Hong Kong are also dependent on the readiness of different governments for incoming and outgoing travelling arrangements as well as the availability and pricing of carriers. On the other hand, the pandemic accelerated progress of digital applications which enables people to socially interact without having to be physically together. As people are used to contactless digital meetings and with mindful budget in the forefront, the travelling and spending patterns for business purposes would be carefully considered thereby affecting corporate and events business.

The industry will also face head-on competitions for tourist and business arrivals with our neighbouring destinations when people are eligible to travel. Other than the attractiveness of Hong Kong tourism related offerings, the price and structure of service, facilities and products expected to be delivered by hotels will be very different from what guests were accustomed to in the pre-COVID times. Depending on the hotel branding and targeted clientele, savings from adjusted room rates and special packages may contribute to extended length of stay and perhaps additional

spending at hotel facilities and outlets. To enhance business on hand and to explore new endeavours, hotel operators have to pay heed to the rapid changes in the macro economic environment and digital implications. Employing creative and timely omni-channel marketing strategies would complement the evolving business model under the new normal.

Industry survival and revival are of paramount importance in the meantime. It is an opportune time to test out the adaptability of the industry members to react and refocus their business plans according to the changing scene. Hoteliers should be highly flexible to tune into business opportunities as available with agility.

Technology

Digital technology (robotics, IoT, AI, VR, etc) has been making its way into the front- and back-of-the-house to improve operational efficiency, lower costs and enhance customer experience. With physical distancing requirements, technology contributes to fulfilling unmet needs. Live streaming of celebration events held in hotel venues allows friends and relatives from near and afar to share the joy; virtual visits enable experiencing the entirety of a hotel room/function venue at anytime and anywhere. Mobile check-in/out, amenities ordering, loyalty programmes and native apps handled by cloud-based interfaces and electronic devices without any human interaction are much appreciated, especially by the younger generations.

Hotel technologies should be designed strategically to unlock manpower value and drive business profits without straining operations. Guests are more engaged online and technological products and services should provide frictionless user experience. As technology advances and to align with the Hong Kong Smart City Blueprint, more alternative solutions are on offer for making better business decisions and enhancing customer experience. Repetitive, manual and risky tasks can be shared and augmented by robots and automation such as digital concierge, public area sanitising, and monitoring of high-tech air ventilation systems. Concurrently, it is necessary to find the right balance between high-tech and human-touch as well as the cost and benefits of technological investment from a holistic approach. Before a complete paradigm shift to staff-less hotels, a service-oriented industry should maintain ample staff to support guests who are not tech-savvy and need special support. The abilities to empathise and solve complex problems are still highly regarded human qualities underpinning the hospitality culture, at least for the time being.

Manpower Demand

Focus Group

According to the Quarantine Order, guests undergoing mandatory quarantine in designated hotels are to

stay in the same hotel room and are not allowed to leave until the end of the quarantine period. Employees are therefore required to support those in-house guests. Under the high unemployment situation (*the overall unemployment rate for the period December 2020 to February 2021 was 7.2% while the unemployment rate of the 'accommodation and food services sectors' of the same period was 13.4%.*) and in view of the closing down of a local airline where over 5,000 Hong Kong-based employees were made redundant in late 2020, it was expected that available vacancies could be easily filled. While some hotels were able to attract high-calibre manpower from the aviation sector, other service industries were also competing for the same category of staff whose customer service and language skills, as well as relevant experience and qualifications were valued. More job opportunities would be available when the job market recovers, but then competition for quality employees would be keen.

As business is still unstable there remains uncertainty for room occupancy and revenues, adjusting the operational model with better utilisation of existing manpower may result in higher productivity. For filling positions in the interim, internal talent mobility taking into consideration the capabilities and interest of the employees will continue to be the prevailing practice. Engaging part-time and casual service employees enables higher deployment flexibility and better cost management.

Similar to other industries facing the legacy of the pandemic and volatile

economic environment, hotel careers will be demanding and challenging. At the same time, the industry is promising with boundless career and entrepreneurial opportunities locally, regionally and overseas. With the abundant career development opportunities to be unveiled in the Greater Bay Area, the industry opens doors for those who are willing to explore beyond the local market.

Possessing a genuine interest and commitment for the industry would be the crucial requirement to blend well into the profession. Self-initiated upgrading on trade skills and knowledge would be necessary to keep up with the evolving industry. Striding forward on the new challenging platform, industry personnel will need to be competent in performing multi-tasks applying multi-skills with the appropriate mindset. New expertise including digital competencies and emerging skills to devise and deliver business solutions and customer experiences with agility, creativity and flexibility will be in strong demand in the dynamic setting. In a people-oriented industry, exhibiting an exemplary hospitality personality to empathise and solve complex problems with a human touch will be highly valued.

Desk Research

Overall numbers of job vacancies advertisements

Comparing to the Manpower Update Report in 2018, the overall percentage of full-time job vacancies advertisements decreased by 46.1% while that of the

part-time vacancies decreased by 86.3%. Among the decrease in the full-time vacancies by job level, the most obvious drop was recorded in ‘Administrative and Others’ and ‘Craft and Operative’ levels with a decrease of 65% and 56.7% respectively as compared to 2018.

For details, please refer to Appendix (a).

Principal Jobs

The top five principal jobs in 2021 are basically similar to those of 2018. The highest number of full-time recruitment advertisements by descending order of percentages in 2021 is as follows:

Principal Job	2021	2018
1 Engineering Craftsman	8.9%	0.4%
2 Room Attendant ; Room Services Butler ; Floor Attendant ; Housekeeping Clerk ; Order-Taker ; Co-Ordinator (Housekeeping)	6.3%	11.4%*
3 Front Office Clerk ; Receptionist ; Guest Service officer ; Guest Service Agent ; Front Desk Agent ; Guest Relations officer ; Welcome Host ; Executive Floor Agent ; Business Centre officer	5.7%	5.2%*
4 Waiter/Waitress	4.9%	13.6%*

5 Cleaner ; Dishwasher ; Kitchen Helper ; Steward/Pantry Helper ; Houseman ; Yardman ; General Staff(Kitchen/ Restaurant)	4.8%	12.8%*
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*Principal jobs which were also in top five in 2018 where ‘Reservation Clerk; Guest Services Ambassador/ Agent/ Assistant’ are not included in the top five category in this round.

For details, please refer to Appendix (b).

Qualification Requirements

Excluding the vacancies advertisements with unspecified requirements on employees’ academic qualifications, the qualification requirements are noted to have shifted to a higher end comparing to those in 2018. 41.3% of the advertisements in this research period specified ‘Upper Secondary’ education requirement, an increase of 16.5 percentage points comparing to 2018. Over 41.4% of the advertisements required Diploma / Certificate / Apprenticeship or above levels in this research period while only 27.1% was noted in 2018. In addition, the most obvious increase (up by 20.1 percentage points) was recorded for the requirement of ‘Diploma / Certificate / Apprenticeship’ qualifications.

Furthermore, only 5.2% of the job advertisements specified ‘No Requirement’ on academic qualification in this round of desk research, a drop of 20.1 percentage points comparing to that of 2018 (25.3%).

For details, please refer to Appendix (c).

Monthly Salary Ranges

Excluding the advertisements with the salary unspecified, the mean of salary range offered by the employers in the advertisements had also shifted to a higher end comparing to 2018. 51.1% of the advertisements offered monthly salary from \$15k to \$30k, an increase of 36.5 percentage points comparing to those of 2018.

For details, please refer to Appendix (d).

Training Needs

For in-service practitioners and educators

a. Compliance and regulations –

- As travelling resumes and arrivals return, hygiene and safety are top-of-mind concerns. Heighten awareness of standard operating policies and procedures to ensure safety and hygiene practices are complied by all internal and external customers. Be ready to accommodate rapid changes with timely training and efficient information flow.

b. Trade Skills –

- Refresher training on conventional hotel knowledge and skills to fortify time-proven basics.
- Cross-departmental and multi-skill training for sustaining

business, career mobility and advancement.

- Emerging skills incorporating the knowledge of smart technology and design thinking elements to steer the industry forward.
 - Professional social skills, multi-language capabilities and global industry awareness for continuous development.
- c. Smart technologies –
- Integration of smart service innovation and application for managing guest expectations and enhancing experience.
 - Hardware and software mastering skills for video-conferencing solutions.
 - Techniques for face-to-face and online presentation, sales pitching and training skills.
 - Management of social media platforms to promote business and engage customers.

d. Generic Skills –

- With more business generated from the local communities, hotel staff have to communicate frequently on telephones, mobile apps, emails and social media platforms for disseminating information, finalising reservations and handling complaints. Local guests have high usage of hotel facilities and services and some require specific attention and personalised support. Anti-epidemic regulations and using related apps such as “LeaveHomeSafe” are issues for some guests and patience is

required for detailed explanation and rendering of technical assistance. Training on managing emotions, interpersonal and complaints handling skills, as well as tactful verbal and written skills on different communication platforms are required.

- Skills on coaching new comers who are inexperienced in facing abrupt changes in unpredicted business world.
- Attitude training in acquiring unfamiliar knowledge and information such as the health and safety guidelines for practitioners and how to apply those in daily operations.

For pre-employment students

Graduates of hotel studies with the ability to master and incorporate the technological skills with 21st Century competencies as well as displaying professional customer service skills will be in demand by the hospitality industry, not only locally but within the region and at overseas when business revives.

Besides acquiring trade knowledge and skills, students should be able to ‘think and do’. Hands-on training and project-based learning at the workplace consolidates classroom learning and allows students to familiarise with industry practices and culture. Block periodisation in the early stage of workplace training provides sufficient time for student to examine their interest in and adaptability to the industry while

the employers can identify potential entrants to nurture. Extended training periods and hours enable drilling and detailed assessment of a task to groom work-ready graduates.

Recruitment Challenges

Limited manpower supply

Well supported by parents who are more affluent and owing to lower birth rates, children nowadays are able to enjoy their student life longer and attain higher education qualifications rather than having to face the pressing need to enter the working world like their previous generations. With better academic achievements, parents would prefer their children to pursue a career with higher social status, regular and sociable hours in a more comfortable working environment, and with fast-track promotional opportunities. This may preclude young people to regard the hotel industry which is of a service nature and less preferable remuneration package and working environment as a prime career choice. The ageing population also poses as a continuous worrying to manpower succession.

Different aspirations

Personal fulfilment takes many forms. Young people aspire to venture into different life experiences. Work is to complement other valuable life

components including overall well-being, family, friends, interest, social responsibility etc. They would choose work that could be done remotely and allows for high autonomy, flexibility and creativity. KOLs, digital nomads, freelancers, slashies, online entrepreneurs are preferred over traditional jobs with scheduled duty rosters at fixed locations and which have to be accomplished under a hierarchical structure.

Abundant choices

Customer-centric talents capable of managing multi-skills and multi-tasking are rare gems in the job market. Not only are they sought after among sub-sectors of the hospitality industry, other industries that require similar skill sets and aptitude such as retail, security

guards, property management etc compete for the same scant manpower.

Image Perception

For some, the hospitality spirit equates with serving people with a humble attitude. Though the hotel business requires professional education and training in trade knowledge, diversified skills and proper attitude, which are well-rounded and transferrable skills valued by other industries, many misjudged the intrinsic value of the hotel profession which actually has comparable academic qualifications and advancement opportunities as many other occupations, not to mention its immense contributions to the economy and employment.

Recommendations

To meet the future development of the industry, it is considered essential for the government, educators, business trainers, employers and employees to provide suitable manpower training and measures for talents acquisition as follows:

Government

- a. Partner with the industry to maintain a continuous supply of skilled workforce required for reviving and sustaining the development of the industry. Enhance provisions to promote integration of classroom learning with on-the-job training and online

assessment under collaboration by the industry and accredited vocational training institutions.

- b. Re-engineer industry image by promoting both the virtues and challenges of the industry with trendy advertisements/video clips on digital avenues to be featured by KOLs or artistes who appeal to young people.

- c. Provide information and support for encouraging young people to expand their vision and take advantage of the business prospects under the Greater Bay Area and Belt and Road initiatives.
- d. Support the recruitment, upskilling and reskilling initiatives to capture mature persons, housewives and new immigrants to join the industry and to re-engage fit retirees. More relevant training programmes should be mounted by vocational and professional education and training institutes including the Employees Retraining Board.
- e. Extend financial and technical support for the development, application and upskilling of industry technological capabilities.
- f. Provide timely bite-size training and maintain efficient communications with industry personnel in meeting anti-pandemic regulations and requirements.

Educators and Trainers

- a. Highlight the value of hospitality spirit, the career opportunities and the importance of the industry to the economy to attract prospective young entrants. Ride on Applied Learning (APL) in secondary schools as an effective mind-opener for school students on future career choices.
- b. Structure the vocational education

and training programmes with more emphasis on hands-on training in block periods upon an industry-focused and concise syllabus. Collaborate with the industry to conduct online assessment which provides real-time feedback on workplace training performance and minimises gap of expectation.

- c. Prepare student to venture out of their comfort zones and reach out proactively for opportunities on regional and international platforms. Mastering multi-language skills and appreciating cultural and value diversities in work and personal life are important attributes for enhancing students' employability and competitiveness.
- d. Instructors should apply teaching skills which arouse the interest of students such as digital-based learning. Adopt real-life hotel scenarios for mindset readiness and attitude training so that the course participants are well prepared for the reality of the industry without false expectation.
- e. Strategise training programme collaborations, exchange activities and industrial attachment opportunities with industry partners at the Greater Bay Area and overseas whereupon students and teachers would benefit from.
- f. Pool alumni of vocational and professional education and training institutes for networking and employment referral purposes.

- g. Manage information exchange swiftly with industry partners to update respective training curriculum, teaching and learning activities and modes according to emerging training and education needs. Identify the different and updated digital systems for property management, rooms and restaurant reservations and keep students updated on the information.
- h. Hotel trainers should prepare employees to embrace “always-on” changes in the volatile business environment and must be adept in assuming diverse roles and tackling challenging demands under dynamic contexts.
- i. Create a fun-filled microlearning experience with flexible training modes to enhance staff motivation to learn anywhere and anytime.

Employers

- a. Assist industry trainers and teachers to synchronise their teaching with fast changing industry needs and developments by proactively communicating with them. Ride on sister hotels and industry network to provide industrial attachments and site visits to update the training service providers with new and updated industry practices; and to foster exchange and development opportunities in particular at the Greater Bay Area.
- b. Offer incentives and encourage staff to make use of the low business period and draw on different Government funding schemes for undertaking cross-departmental and upskilling training programmes such as digital knowledge, change and crisis management.
- c. Balance remuneration packages with the less than satisfactory working conditions and long and unsociable hours to attract and retain quality employees.
- d. Match expectations of parents and young people with enhanced social status achieved by impressive job titles and promising development opportunities. Enlighten the parents, teachers and students that the young people are not trapped in a lower-paying, entry-level job. Abundant choices on articulation opportunities with professional qualifications and career advancement are available for pre-employment students and in-service practitioners.
- e. The new generations put emphasis on life experiences and peer culture. They expect their voices to be heard and ideas being respected. Boost morale with quality conversations and be attentive to their resilience ability and well-being under the tough times. They would appreciate a caring, harmonious, fun-filled and stylish environment which they enjoy working at and are proud to share with their peers.

Employees

- a. Construct a career and learning development plan to facilitate continuous growth and career mobility with awareness of local, regional and international issues. Ride on employers' support and various government funding to enrich oneself with multi-skills and new competencies, such as creating digitally enhanced customer experience, by attending industry training activities and participating in trade skills competitions.
- b. Empower oneself and teammates to manage changes with soft skills training including fortifying adversity and emotional quotients, while raising positive thinking and generating creative and innovative business solutions capabilities.
- c. Arouse interest of young talents by exposing them to both the promising and demanding aspects of the industry with real-life projects under mentors' guidance and monitoring.

**Number of Online Job Advertisements of Recruitment Sources
from Dec 2019 to Nov 2020 by Branch by Job Level**

Full-time

Job Level^	Managerial and Professional	Supervisory and Technician	Craft and Operative	Administrative and Others	Comparing 2021 to 2018 (Total no. of ads by Branch)*
Hotels	9.69%	29.88%	58.47%	1.96%	
Comparing 2021 to 2018 (Total no. of ads by job level)*	↓ 12%	↓ 11.4%	↓ 56.7%	↓ 65%	↓ 46.1%

Part-time

Job Level^	Managerial and Professional	Supervisory and Technician	Craft and Operative	Administrative and Others	Comparing 2021 to 2018 (Total no. of ads by Branch)*
Hotels	0	5.04%	93.28%	1.68%	
Comparing 2021 to 2018 (Total no. of ads by job level)*	0	↓ 66.7%	↓ 86.8%	↓ 66.7%	↓ 86.3%

Comparing 2021 to 2018
Full-time and Part-time % **↓ 49.3%**

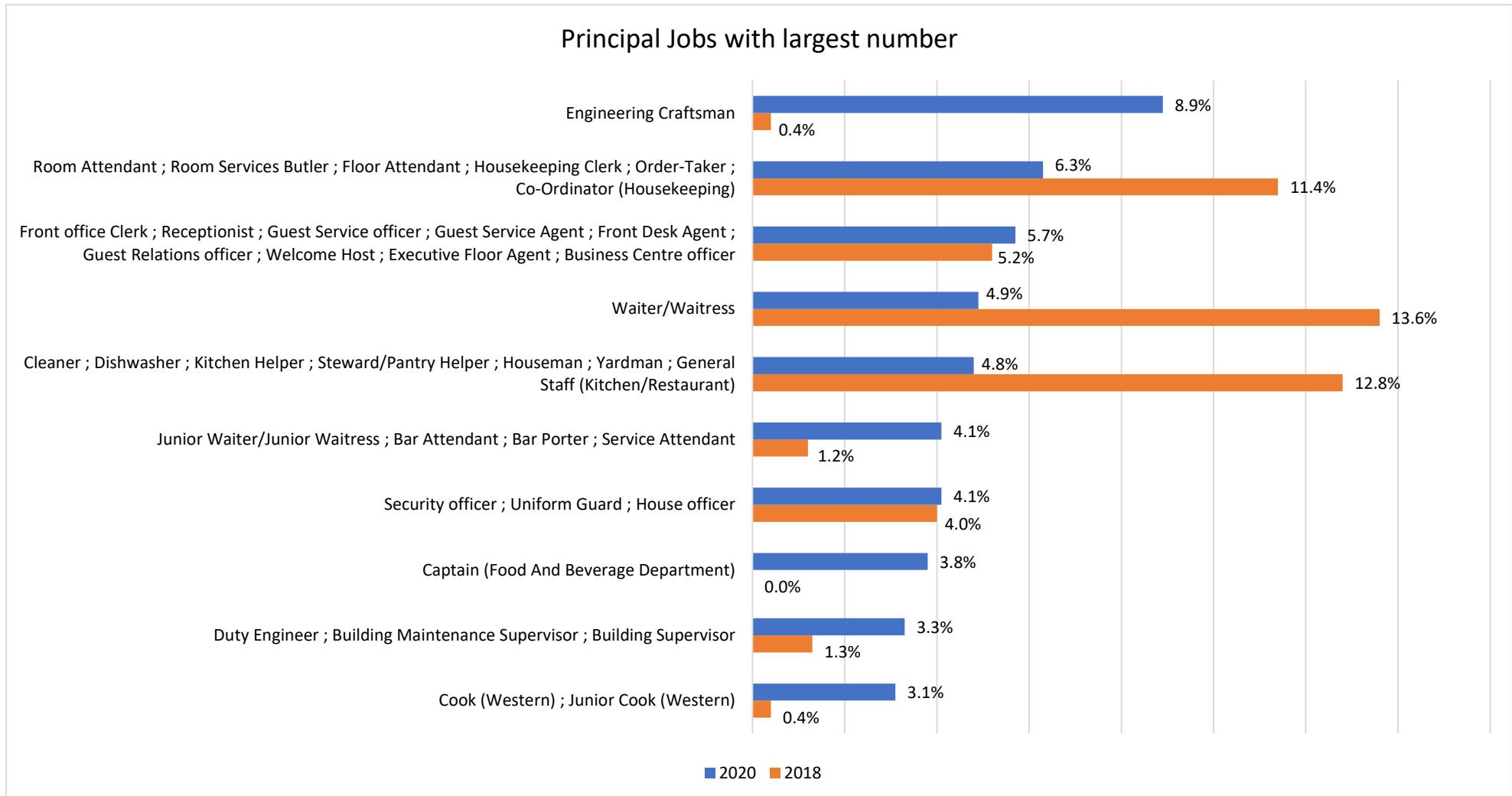
Remark:

^ The calculation of percentage of advertisements for 2021 :
(No. of advertisements of particular job level/ Total no. of advertisements in Full-time or Part-time) x 100%

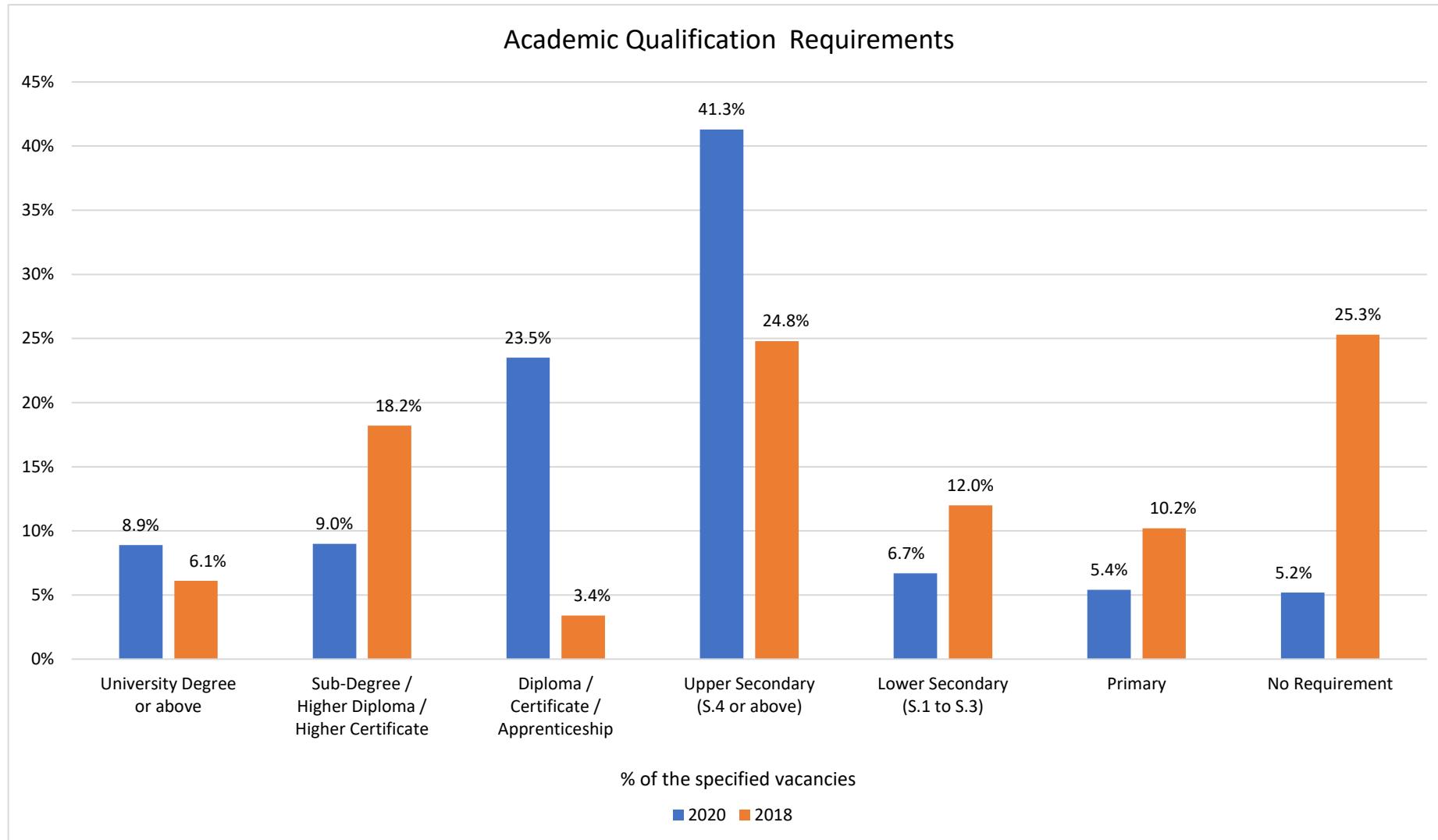
*Method of comparing 2021 to 2018

- Period of data collection in 2018 : from 2nd Quarter of 2016 to 1st Quarter of 2017;
- Data in 2018 was collected from the selected online recruitment platforms by a random month in each quarter, whereas data in 2021 was collected once a month from December 2019 to November 2020. The data in 2018 was therefore grossed up for comparison purpose.

Number of Full-time Online Job Advertisements of Popular Recruitment Sources of Principal Jobs
from Dec 2019 to Nov 2020



Number of Full-time Online Job Advertisements of Popular Recruitment Sources
from Dec 2019 to Nov 2020 by Academic Qualification Requirements



Number of Full-time Online Job Advertisements of Popular Recruitment Sources
from Dec 2019 to Nov 2020 by Monthly Salary Ranges

