

**AN ASSESSMENT OF HUMAN RESOURCE EFFECTIVENESS  
IN THE HOSPITALITY INDUSTRY OF MBEYA REGION; A  
CASE OF TWO SELECTED HOTELS IN MBEYA CITY**

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**A Dissertation Submitted in Partial Fulfillment of the Requirements for the  
Award of the Degree of Master of Business Administration (MBA-Corporate  
Management) of Mzumbe University**

**2013**

## **CERTIFICATION**

We, the undersigned, certify that we have read and hereby recommend for the acceptance by the Mzumbe University, a dissertation entitled “**An Assessment of Human Resource Effectiveness in the Hospitality Industry of Mbeya Region**”; **A Case of two Selected Hotels in Mbeya City**, in partial fulfillment of the requirements for award of the degree of Master of Business Administration (Corporate Management) of Mzumbe University.

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## **DEDICATION**

To the two men who loves me dearly, my beloved father: Mr John Livingston Mwakipesile and my husband Mr Burnet Tusekeleghe Musopole. Rest is indeed “sweet after labour”.

## **ACKNOWLEDGEMENTS**

I would like to sincerely thank my supervisor Mr Edward Makoye, who saved me from countless errors, prodded me into the right direction and provided me with insights that have enhanced my understanding and completion of my study. I owe my completion of this study to his cooperation, understanding and generosity of spirit.

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## **ABBREVIATION**

HRDDAPL	-	Human Resource Development Action Plan of Lao
LNTD	-	Lao National Tourism Development
MIGA	-	Multinational Investment Guarantee Agency
MLYED	-	Ministry of Labour Employment and Youth Development
NWA	-	Northern Wildlife Area
TTMP	-	Tanzania Tourism Master Plan
TTPS	-	Tanzania Tourism Policy and Strategy
TZ	-	Tanzania
UNWTO	-	United Nations World Tourism Council
WB	-	World Bank
WEF	-	World Economic Forum
WTO	-	World Tourism Organization

## **ABSTRACT**

The underlying thesis of this study is the recognition that hotels, just as is the case in all the other subsectors of the wider tourism industry, require adequate competent and high performing personnel capable of sustaining high performance levels for a long period for them to satisfy the expectations of their customers (to be effective). And once the competent (knowledgeable and skilled) personnel have been identified and recruited, the leadership of hotels needs to help the workers to adopt to their hospitality work and to ensure that their skills and knowledge are kept updated through the use of effective human resource management practices such as professional development and staff motivation.

The objective of this study is to assess the effectiveness of employees at two hotels in Mbeya city. Using the multiple-case study design within the qualitative research paradigm, the study had initially planned to use multiple data collecting methods to collect data from the selected hotels. However, due to the problem that for the three of the five hotels research consent had been refused, whereas for the other two (JM and ML) access was so restricted, only the questionnaire method was used to collect data. The data were collected from 38 respondents drawn from all departments to enhance validity.

The study established that the human resource capacity of the two hotels is very low and therefore, it is ineffective. The study further established that the ineffectiveness in the human resource capacity of the two hotels originates from ineffective human resource management practices employed by the leadership of the two hotels. It is therefore recommended that, hotel owners should not take staff training as a cost to their organization; they need to train employees in order to equip them with proper skills and knowledge for them to be competent in the industry. Owners of hotels should take employees as assets because this industry it's all about people serving people, and it takes a happy and motivated employee to make a happy customer.

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# **CHAPTER ONE**

## **INTRODUCTION AND BACKGROUND**

### **1.0 Introduction**

This chapter contains the necessary information on the background of the study, statement of the problem, general objective and specific objectives; it also contains research questions and the significance of the study.

### **1.1 Background of the Study**

Tourism in Tanzania plays a vital role in the country's economic development. It is one of the major sources of foreign exchange. The industry is also credited for being one that offers employment opportunities either directly or indirectly through its multiplier effect. The sector directly accounts for about 17% of the GDP and nearly 25% of total export earnings. Multilateral Investment Guarantee Agency (MIGA) pointed out that Tourism industry in Tanzania formally employ 200,000 people in 2004 and 291,000 people in 2007. Foreign exchange receipts from tourism grew from US\$ 259.44 million in 1995 to \$ 729.06 million in 2001. According to World Economic Forum (2008), Tanzania Tourism spending and receipts accounted for 11.5 percent of GDP in 2006, and this was the highest by a significant margin compared to the comparator countries which are Kenya, Uganda, Botswana, Mozambique, and South Africa. Again, WEF (2008) observed that Tanzania absorbed 5.5 percent of Government spending second only to Kenya's but ahead of Uganda, Botswana, and South Africa.

Knowing the potentiality of the tourism sector, as a strategy for poverty alleviation, the National Tourism Policy of Tanzania was adopted in 1991 and reviewed in 1999 to cope with the dynamism of the tourism industry. The overall objective of the policy is to assist in efforts to promote the economy and livelihood of the people, essentially poverty alleviation through encouraging the development of sustainable and quality tourism that is culturally and socially acceptable, ecologically friendly, Tourism Policy and Strategies in Tanzania environmentally sustainable and economically viable.

It is also sought to market Tanzania as favored tourist destination for touring and adventure in a country renowned for its cultural diversity and numerous beaches. The Government recognizes that the private sector plays a major role in the industry's development, with the Government playing the catalytic role of providing and improving the infrastructure as well as providing a conducive climate for investment (Tanzania Tourism Policy and Strategy 1999). In order to implement the national tourism policy of 1991, there is an Integrated Tourism Master Plan of 2002, which outlines strategies and programmes for the tourism sector. The primary focus of this plan is to obtain sustainable benefits for the people of Tanzania by generating additional economic activity from available resources. Listed below are six primary areas addressed by the Integrated Tourism Master Plan.

- a) Creating greater awareness of Tanzania in the tourism source Markets;
- b) Expanding tourism products;
- c) Securing a more competitive position;
- d) Maximizing the necessary service skills; and,
- e) Establishing the necessary structures and controls to underpin tourism development.

The Integrated Tourism Master Plan also outlines details of each area and how to implement it (Tanzania Tourism Master Plan, 2002).

The Tanzania government recognizes that increased investment and technological advancement require deliberate promotional policies. It is in this respect that, it decided to gradually pull out of productive and commercial activities and concentrated on its traditional role of maintaining law and order. It was decided that the control of the economy, should be in the hands of the private sector and therefore it took and has taken steps to provide a macro economic framework and an enabling environment for private investors to operate.

In order to strengthen the private sector in tourism industry in Tanzania, the government assisted in the formation of Tourism Confederation of Tanzania (TCT), a private sector body that is intended to be the representative, voice of the tourism private sector interests.

Thus, the private sector was assigned an increasing role in Tanzania's overall economic development. The government's role now is only to regulate, promote, facilitate and provide a very conducive environment for the sustained growth and development of tourism. The private sector is thus engaged in development, promotion and marketing of tourism products, construction and running of tourist accommodation facilities; and provision of tour packages and other related services for the sector's sustainable development.

Recognizing the role that tourism sector is playing and can play in the economy, the URT government have undertaken different efforts to attract more investors to invest in tourism. It is encouraging investment in, both privately and through joint ventures in several areas. Overall, the areas for tourism investment are as indicated below:

- a) Operation of tourist hotels and accommodation Establishments
- b) Transportation - (Air, road, ocean and inland water ways)
- c) Provision of tourism related services such as safaris, photographic services and cultural tourism centers.
- d) Conference centers (Tourism Master Plan 2002).

The National Tourism Policy [1999] attaches importance to quality service delivery as a key factor for tourism to succeed. Quality of service was in a recent international visitor's survey singled out [by visitors] as one area that needed improvement. Employers in the industry attributed poor [non-professional] service delivery to inferior formal training. According to Cooper, Fletcher, Gilbert (1998) the challenges facing the tourism industry will only be met successfully by a well-educated, well trained, bright, energetic, multilingual

and entrepreneurial workforce who understand the nature of tourism and have a professional training.

A high quality of professional human resources in tourism will allow enterprises to gain a competitive edge and deliver added value with their service.

There are few tourism training institutes in Tanzania, since the development of tourism in Tanzania needs to go together with the improved service delivery in hospitality and tourism industry. Private investors are therefore being encouraged by the TZ government to invest in training as well.

### **1.2 Statement of the problem**

Mbeya region, which has Mbeya city as its administrative capital, is in one of the three major tourist circuits in Tanzania, possesses several features of tourist attraction that give it great potential for tourism.

The paradox, however, is that despite its possession of this immense tourism potential, hitherto, the potential has not been fully exploited (Mbeya Region Investment Opportunities, 2008: 25). As one way of enhancing economic growth and reducing poverty in the region by exploiting this resource, the Mbeya regional Commissioner's office has in recent years embarked on an aggressive drive to attract private investment into, among other socio-economic development areas, the tourism sector.

However, the problem is that, while the administration of the region is striving to enhance the level of investment in tourism, there is one requisite ingredient necessary for investment in the industry to succeed that is conspicuously missing from the promotional literature on investment opportunities available in the Mbeya, which is the human resource effectiveness available for the industry. According to Wikiversity (2010), the success of the tourism industry relies on the supply of a skilled labor force to serve the needs of the tourists. This is an idea that was also so strongly noted by delegates at the November 23 – 24, 2010 ILO's Global Dialogue Forum for the Hotels, Catering, Tourism Sector that since tourism is extremely labor intensive, it requires high degrees of skills (ILO, 2010).

The glaring silence in tourism investment promotional publications produced by the region's administrative secretariat as regards the state of the effectiveness of labor force currently available in the tourism sector, especially in travel and accommodation area where most of the interaction between the intermediaries in the industry and tourists take place, in Mbeya region begs a lot of questions.

However, without a systematic empirical study to establish the reality of the situation currently, there will be no way of knowing. The regional administration may not achieve the aims of their investment opportunities promotional exercise as the promotional messages may be seen to be lacking vital information for conclusive investment decisions to be made. The proposed research, therefore, is an attempt to assess the effectiveness of human resource which is available in the region.

### **1.3 General Objective**

The general objective of the proposed study is to assess the effectiveness of employees at selected hotels in Mbeya city.

#### **1.3.1 Specific Objectives**

The specific objectives of this study have been adopted from Griffin model (2011) of effectiveness, therefore the study intends;

- a) To assess the extent to which personnel at selected hotels manage to acquire the resources which they need to carry out their jobs;
- b) To determine the extent to which employees are provided with a conducive work environment that would enable them to perform efficiently and effectively in their designated roles; and
- c) To identify how selected hotels manage to achieve the goals for which they were set up for.

#### **1.4 Research Questions**

The research proposes to answer the following related questions:

- a) Do personnel at the selected hotels manage to acquire resources that are required for them to satisfy the demands of their jobs?
- b) Are the employees provided with a conducive work environment which enable them to perform effectively their designated roles?
- c) To what extent do the selected hotels manage to achieve the goal(s) for which there were set up for?

#### **1.5 Significance of the Problem**

This study will help to generate new knowledge, where the researcher intends to assess the human resource effectiveness in the hotel industry in Mbeya, since the realization that people are the tourism industries most important asset is supposed to be common knowledge on the part of policy makers and business leaders in the industry.

The findings and recommendations will be disseminated to various stakeholders such as the regional administrators (especially those responsible for wooing investors into the various sectors of the industry and regulating practice in the various sectors) and the owners and managers of various tourism and accommodation investments in the region. This will form the basis for creating awareness about the critical importance of this strategic resource to investment promotion and to the growth and development of various establishments within the tourism and accommodation sector in the region. Nationally, the findings from study will rally the region towards addressing Strategic Outcome (vi) of the Tourism Master Plan (2002: 67) which aims at enhancing human resource development after it was identified that lack of skilled labour force features prominently as one of the key weaknesses of the tourism industry in Tanzania.

## **1.6 Limitations of the study**

Research consent had been vehemently refused by the managers of the Hotels. At Beaco Hotel researcher was told to write to owner manager to ask for permission but after submitting the request, researcher was told to wait until she gets a reply through her postal address, which she has not receive up to now.

At GR hotel, the manager was open enough to the researcher by telling her that they don't allow researchers in their hotels for fearing that they might be investigated by Tanzania Revenue Authority (TRA). At Hill View Hotel, the manager explained to the researcher that her personnel were very busy in May to August, but when she was contacted in august she asked researcher to check with her in September.

Researcher also tried to expand the choice of hotels by visiting Mkulu Hotel, Mbeya Paradise, Mbeya Golden City Hotel and Mbeya Hotel where consent was also refused. This problem was also noted by Kamau (2010), that there was data scarcity from hotel officers due to the fear of revealing out their information to TRA.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter gives the theoretical and empirical literature review of the study aiming to provide better understanding of research topic and searching for different idea from different authors. The main objective of this literature review is to give definitions of key terms which have been used in the study and to show what others have already come up with the studies.

#### **2.1 Tourism and Hospitality Industries**

Academics, industrialists and policy-makers have attempted to define the nature of the tourism industry and the place of the hospitality sub-sector within this broader conceptualization, yet there is still no one commonly accepted definition (Nickson 2007). Okumus, Altinary, and Chathoth (2010), also acknowledged that tourism is a largest industry worldwide and providing a concise definition for the hospitality and tourism industry has been a major challenge for professionals and academics. According to Nykiel (2005) in Okumus et al (2010), definitions of hospitality and tourism industry are often limited by the unique viewpoints of sector within the industry. For example, a hotel operator may see the industry as accommodations with food and beverages, a travel agency manager might believe that providing travel related service to people for business and leisure defines the industry best. In order to overcome this confusion, Nykiel (2005) placed all of these viewpoints under a wider perspective called “hospitality” and further stated that the hospitality industry encompasses travel, accommodations, food service, clubs, gaming, attractions, entertainment, and recreation. Kandampully (2007) in Okumus et al (2010) notes that hospitality organizations operate within a network of service organizations, to a large extent, they are interrelated and interdependent, and include the following: Tour operators, travel and tourism organizations; travel and transport operators; leisure, recreation, and entertainment venue; restaurants, bars, clubs, and cafes Hotel, resorts, motel, camping grounds, bed and breakfast (B and B) establishments, and hotels.

Again Butler and Jones (2001) in Okumus et al (2010) use tourism as all-encompassing term that covers all aspects of people being away from their home and hospitality as a specific part of providing accommodations and meals for tourists. Kainthola (2009:138) argues that the most important basic element of tourism infrastructure is accommodation, that even if various measures are taken and efforts made to tourism promotion will not produce the desired result if the hotel accommodation in any country lags behind.

Accommodation, according to Pender and Sharpley (2005) is not only a constituent element of the tourism product but also of the tourism experience, that accommodation provision represents more than the tangible element of a room, a bed, a meal and so on; it is also concerned with meeting guests' needs and expectations, therefore the most important issue is the notion of quality.

Just by reading the above discussion on different definitions from different scholars, it is clear that most important element of the industries is accommodation; this is because it is the last destination or place where a tourist can rest after visiting different places for either leisure or business. Mbeya Regional commissioner's office are also of the same view that availability of tourism related support services in their region such as accommodation facilities, restaurants, banks etc are enough to make the region ready for tourism.

### **2.1.1 Tourism and Hospitality Industries in Tanzania**

#### **a. Tourism in Tanzania**

Tourism is one of Tanzania's most important economic sectors, contributing 17 percent of GDP between 2003 and 2005, second only to agriculture's 46 percent (Ministry of Labor Employment and Youth Development 2007). According to WB (2006), tourism in Tanzania is growing at 5.5 percent per year between 1998 and 2002. World economic forum (2008), pointed out that tourism in Tanzania was estimated to formally employ 200,000 people in 2004 but MIGA (2006), showed that the industry employed 291,000 people by 2007.

The strength of the appeal of TZ to tourist product is dominated by natural assets of the country. With its 12 national parks, 31 game reserves, 38 game controlled areas, a conservation area and marine park, Tanzanian's wildlife resources are considered among the finest in the world. They include the great Serengeti plains, the Ngorongoro crater, Lake Manyara and Africa's highest mountain, Kilimanjaro, in the north, Mikumi, Udzungwa and Ruaha national parks and Selous game reserve in the south (TMP, 2002). Additional natural attractions include the sandy beaches in the north and south of Dar es Salaam and deep-sea fishing at Mafia. It is also felt that TZ has a rich heritage of archaeological, historical and rock painting sites, a number of which have been designated to be World Heritage Sites. At Olduvai Gorge, in the interior Rift Valley, is the site of discoveries of the traces of earliest man, and along the Indian Ocean are the remains of settlements. TZ also offers interesting culture and crafts, most notably the Maasai culture and art and the Makonde sculptures and carvings (TMP, 2002)

Kweka, Morrissey and Blake (2009) are of the view that Tanzania tourism industry is based mainly on wildlife attractions and are largely concentrated in the Northern wildlife area (NWA), the city of Dar es Salaam and historic isle of Zanzibar. They also made observation that Europeans and Americas (USA and Canada) are the major source market for Tanzania's international tourism. This observation is also found in the Tz master plan (2002), that international tourism is largely concentrated in the Northern wildlife area encompassing Lake Manyara, the Serengeti, the Ngorongoro conservation area and Mount Kilimanjaro, these have constituted the backbone of Tanzania tourism for many years.

Onyango (2009) also made observations just like the observation made in Tz master plan (2002) that there are a lot to be explored in Southern highland regions in terms of tourism of historical and archaeological ventures in places like the Isimila stone pillars formed as a result of soil erosion on the land leaving the red standing pillars that occurred hundreds of years ago.

According to Acorn (2008) in the report of Strategic Business Advisors (2009), Southern highland regions attract repeat visitors to Tanzania and first timers wishing to avoid the crowds. Acorn is of the view that the regions offer shorter and less expensive options, among other regions he describes Mbeya as one of the potential area for tourism, that it offers interesting hiking in the Mbeya range of hills.

According to Mbeya investment profile (2010), the presence, in the region, of tourist attractions such as mountains of Rungwe, Mbeya peak, and Kyejo that are good for eco-touring and mountaineering; sandy beaches on the shores of Lake Nyasa; unique ecological features of the tropical rain forests, the wildlife in the Usangu and Lukwati game reserves; scenic views of Lake Ngosi, Isangala crater, and Utengule fortified villages; Isongole trout fish and Lake Masoko for sport fishing; and, the natural bridge over Kiwira river at Igogwe, hot springs in Usangu plains and Kaporogwe falls in Rungwe district and many other features, is used to woo prospective private sector investors to come and invest in the region as a way unleashing its economic development potential.

As it has been advised by international markets in Tourism master plan (2002), that the Northern Wildlife Area is becoming overcrowded and that it has reached limit of acceptable use, Government efforts is to extend and develop part of the country that lies east of a line between Mwanza and Mbeya. Mbeya regional Commissioner's office has also seen the need and importance of Tourism sector for regional development, their effort now is on promoting and attracting private investors into, among other socio-economic development areas, the tourism sector. Therefore, thesis underlying the study is the recognition that key to the process of delivering quality service in the tourism and accommodation industry is having effective personnel thus trained, skilled and motivated labor force.

## **2.2 Contexts and practice of Effective Human Resource Management in Hospitality and Tourism industry**

In the hospitality industry just like any other service-based industry, employees are as valuable resource as are other resources such as buildings and equipment (Sims, 2002: 02). This being the case, Sims is of the view that in most or all instances, corporate success within this sector is dependent upon high-performing employees and without them, there would not be a competitive advantage for most organizations. Walker and Miller (2010: 4), also advance the view that hospitality organizations are dependent on the human capital for competitive advantage, and go on to point out their market value of these organizations increasingly depends on workers intangible assets such as their knowledge, core competence and organizational capabilities.

Hayes and Ninemeier (2009), are of the views that corporate organizations within tourism and hospitality industries share some common things such as harboring the need for staff members who possess a variety of knowledge, skills and experience to produce the services that are needed and desired by consumers – a characteristic that qualifies the industry to be described as a “people business”. The term “people” in this case stands for those that produce the products and the services as well as those that purchase and consume them. They are also of the view that in hotel industry almost everything depends on the physical labor of many hourly workers: people who cook, serve tables, mix drinks, wash dishes, check guest in and out, clean rooms, carry bags, mop floors, these employees make the products and serve the customers or they can drive them away, therefore, how well these workers produce and serve depends largely on how well they are led (managed) and the kind of skills and knowledge they have.

Jones and Lockwood (1989) in Pender and Sharpley (2005 : 45) emphasize the importance of people to hospitality industry by explaining that management of hotels in general is concerned with three main components, namely the workforce, the assets and customers, ‘the combined interaction (of which) focuses on the key

result area of managing quality. They elaborate their view by explaining that managing customers is concerned with managing both demand and supply, equally; that the supply (assets) must be managed effectively (e.g., the number, type and standard of rooms in an hotel) to ensure that demand is satisfied, while managing the workforce should be concerned with maintaining their performance and satisfying their needs.

Grippo (2005), also comments on the importance of having enough and right people in order to help the industry grow. He argues that the industry is all about people serving people, therefore people who visit hotel needs special attention in order to have a positive experience. Bachran (2005) just like Grippo, lays emphasis on the importance of personnel to this industry by pointing out the nature of personnel required: experienced mid – level management, experienced house maids, room attendants, Chefs and Staff all across the area.

Chao (2005) also makes observation similar to Grippo (2005) and Bachran's (2005). In his speech at China Tourism Conference; he articulated the point that the industry does not need just any human capital, but skilled and knowledgeable ones he said, if you are looking for human beings with legs, there are plenty of them, we do not only need human beings with two legs, but with legs that can be used, we need a human capital pool that can serve our client at a global standard.

Just as Jones and Lockwood (2009), had acclaimed that management of hotels need to focus on how to manage and combine the interaction of assets (employees), customers and the physical structure (hotel) in order to attain their organizational objectives, this study aims at assessing the effectiveness of human resource personnel in selected hotels in Mbeya.

The organizational success of the hotels depends to a great extent on the availability of skilled, knowledgeable and motivated personnel, who can perform their work effectively in attaining the hotels goals while giving their customers positive experience.

Grippio said, if customers experience is positive, they will tell the world. My study therefore, will show the importance of not only having enough workforces but also qualified employees, and what makes them effective in their daily working environment.

## **2.3 Definitions of concepts**

### **2.3.1 Effectiveness**

In management studies there are as many definitions of the term “effectiveness” as there are, writers. Robbins and Stuart- Kotze (1990) within the broad definition of “management”, which they describe as “the process of completing activities efficiently with and through others” (p. 21), they point out that when managers achieve organizational goals for example, they can be said to be effective. The two also points out that it is not enough to be merely “effective” without being “efficient”. They define “efficiency” as the relationship between inputs and outputs. They explain that if one gets more output for a given input, one will have increase efficiency. In the same way, if one gets the same output from less input, one will have increased efficiency.

Robbins and Stuart-Kotze (1990) also relates “effectiveness” to “efficiency” by observing that “efficiency is concerned with means and effectiveness with ends” (p. 21).Management is, therefore, not only concerned with getting things completed (effectiveness), but doing so as efficiently as possible.

Robbins and Stuart-Kotze (1990) are also of the view that it is possible to be efficient without being effective (in other words the concepts do not mean one thing). They illustrate how this is possible by citing an example of some colleges and universities which are highly efficient at “processing” students with the aid of computer-assisted learning, video presentations, use of part-time faculty, and large classes. But these colleges and universities are accused of producing less (i.e. lower quality) effective education.

Holt (1990) defines “effectiveness as the result of making decisions that lead to doing the right thing which help fulfill the mission of an enterprise”. (p. 24). He, just like Robbins and Stuart-Kotze, relates “effectiveness” to “efficiency”. He says “while ‘effectiveness’ (doing the right thing) is critical, prosperity also requires ‘efficiency’ (doing thing right)” (p.24).

He notes that “the ultimate challenge of management is to achieve organizational objectives through the most effective use of resources” (pp.24-25).

Anderson’s (2002) view “effectiveness” is that it “is about matching results with objectives and is usually taken to mean the extent to which intended outcomes have been achieved” (p. 216). He however also points out that in the context of other organizational perspectives or a mixture of perspectives, the concept may be different.

Griffin (2011) also shares Robbins and Stuart-Kotze (1990) and Holt’s (1990) descriptions of “effecticiency”. He notes that efficiency involves using resources “wisely and without waste” (p.89).However, he notes that there is more to “effectiveness” than explained by Robbins and Stuart-Kotze (1990), Holt (1990), and Anderson (2002) initially.

He explains his view of “effectiveness” using what he calls “models of organizational effectiveness” These are possibly what Anderson (2002) calls “other organizational perspectives that can change the concept of ‘effectiveness’” (P216). These models are systems resources approach, internal process approach, goal approach, and strategic constituencies approach.

The system resource approach to organizational effectiveness, according to Griffin, focuses on the extent to which an organization can acquire the resources it needs. He illustrates this approach by citing example of manufacturer that can get raw materials during a shortage, and a college of engineering that can hire qualified faculty despite competition from industry. He explains that they are all acquiring the required resources to compete successfully in the marketplace.

The availability or unavailability of resources can have either a positive or a negative impact on an organization or group's effectiveness. In other words, the extent to which an organization successfully manages to acquire the resources it needs for its operations is one of the factors to be considered when determining its effectiveness.

Griffin's internal processes approach to organizational effectiveness deals with the internal mechanisms of an organization. It focuses on minimizing strain, integrating individuals and the organization, and conducting smooth and efficient operations. He points out that an organization that focuses primarily on maintaining employee satisfaction and morale and being efficient subscribes to such a view. In other words, the extent to which the individuals feel that their needs and needs of the organization are being satisfied is also a factor to be considered when determining an organization's effectiveness.

Griffin explains the goal approach to effectiveness as the one that "focuses on the degree to which an organization obtains its goals" (p.90). He says, for example, that when a firm establishes a goal of increasing sales by 10 percent and then achieves that increase, the goal approach will maintain that the organization is effective. This view sums up perfectly Holt's (1990) and Robbins and Stuart-Kotze's (1990) views about what organization effectiveness is. Holt's and Robbins, and Stuart-Kotze's views about what "organization effectiveness" is however are not multi-dimensional.

The strategic constituencies approach to organizational effectiveness according to Griffin focuses on the groups that have a stake in the organization. In this view, effectiveness is the extent to which the organization is able to satisfy the demands and expectations of all the stakeholders. This view echoes one held by West-Burnham (2002). In rejecting the notion that quality is an abstract entity, the quality movement proposed a view that the customer's satisfaction rather than the supplier's intentions defines quality.

In other words, the extent to which an organization is able to satisfy the demands and expectations of its stakeholders is another factor that should be considered when determining the extent to which it can be said to be effective and also when determining the quality of its services.

Instead of looking at “organization effectiveness” from one perspective, what Griffin does is to adopt a multiple perspective. What he implies is that it is not enough only to “complete activities efficiently” for an organization to be regarded as effective, but that an organization should essentially satisfy the requirements imposed on it by each of the effectiveness perspectives he describes. An organization has to acquire the resources needed from the environment (systems resource approach), then combine the acquired resources in an efficient and productive manner (internal processes approach), to achieve the organization’s goals facilitated through strategic systems (goal approach), to the satisfaction of the strategic constituents or stakeholders (strategic constituents approach).

Organization effectiveness can best be understood from an integrated perspective such as the one provided by Griffin. This understanding of “organizational effectiveness” is also the one that has formed the framework of this study. The study is investigating and assessing the effectiveness of the Human Resource in the selected hotels in Mbeya from a multidimensional perspective of “organizational effectiveness”.

### **2.3.2. What is Hotel?**

According to Wikipedia, A hotel is an establishment that provides paid lodging on a short- term basis. The provision of basic accommodation, in times past, consisting only of a room with a bed, a cupboard, a small table and largely been replaced by rooms with modern facilities, including en-suite bathrooms and air conditioning or climate control. Additional common features found in the hotel rooms are a telephone, an alarm clock, a television, a mini- bar with snack foods and drinks, and facilities for making tea and coffee. Luxury features includes bathrobes and slippers, a pillow menu, twin-sink vanities, and Jacuzzi bathtubs.

Larger hotels may provide additional guest facilities such as a swimming pool, fitness center, business center, childcare, conference facilities and social function services

## **2.4 Empirical literature review**

### **2.4.1. Resource system**

#### **1. Requisite Knowledge and Skills for the Hotel Industry**

According to Human Resource Development Action Plan (HRDAPL) of Lao (2009-2014), every employee in hotel industry should have foreign language skills (particularly English and thereafter other language). Lao National Tourism Development is of the view that English language will remain a ‘core’ language for tourism sector; however shifts in visitor market trends may demand additional language capacity, that without the ability to communicate effectively with international guest, will cause difficulties for tourism business and their staff to deliver the level of service quality expected. This requirement according to HRDAPL is a great challenge for existing workers in the tourism industry. Kainthola (2009), also echoes the idea of hotel employees especially front office staff to be able to speak more than one language, he feels that the ability of them to speak different foreign language will help them in communicate with guest who cannot speak English or local language.

HRDAPL (2009-2014), is again of the view that there is a clear need for applied Information and Communication Technology comprehension and skills as a tool to support a wide range of marketing, financial management and operational across all industry sectors at all level. This is particularly in the case of hotel sector, where customers prefer pre communication for reservations and payments. According to LNTD, there is a need to upgrade the fundamental ICT skills within existing tourism workforce, particularly operational staff, so that key areas both front and back of house, can operate with greater efficiency and effectiveness.

Likewise, the increasing general level of ICT competence among school and college graduates-the new entrants into the tourism industry need to be concentrated on skills that are of value in tourism. Hotel websites according to Andrew (2010) are the new popular way to get bookings, guests can fill on site reservation forms that register rooms directly with the hotel, and they can get instant confirmations of their booking.

The above arguments really help to show how it is now important for any hotel employee to have knowledge and skills of ICT because most of communication (not only with customers but also within their departments) is done using ICT.

## **2. Specific skills needed by workers in hotel industry**

### **i. Housekeeping skills**

According to Andrew (2009), hotels would find it impossible to run without a housekeeping staff, because most housekeepers work in specific areas of hotel such as laundry room, ironing and laundering towels and bed sheets, cleaning rooms or other hotel areas. Andrew argues that hotel housekeeping skills encompass a wide range of skills from emptying trash, deep cleaning of rooms, using sophisticated cleaning machines to bed making. Apart from having these skills they also need to be able to communicate effectively, they should be able to read workplace hazardous materials information, some guest writes note to request for extra service such as pillow, bed sheet or towel they should be able to solve any complaints that a guest may have with a room that does not meet their standards.

Kainthola (2009), argues that housekeepers are required to use certain tools while cleaning a guest rooms, tools range from vacuum cleaners to dust rags and mops, they need to know how to use them, they must stock their cleaning carts with enough suppliers so they do not waste time retrieving items from the housekeeping departments. He is also of the view that, rooms' setting is essential when preparing a room for hotel guests. The hotel guest must feel comfortable on entering a room, and many hotels adds special touches, such as luxury bath products, room design or beddings, that set them apart from other hotels.

Therefore, housekeepers must have skills on how to arrange these special touches to specification required by the hotel. Other skills may include folding and hanging towels in appealing design, arranging a wet bar or turning down the bed and adding decorations. He explains that, these may look as unnecessary, but they mean a lot to the guest experience.

Andrew (2009) made an observation that housekeepers launder and iron hundreds of sheets, towel and wash daily, they also launder personal items for guests they must make sure that they don't ruin guest clothing. He suggests that, housekeepers should also have skills in other duties like washing, folding, ironing and dry cleaning.

## **ii. Frontline operators' skill**

According to Kainthola (2009:252) frontline operators, are sales or service personnel, or other employees who deal directly with customers and act as a communication medium between customers and the hotel, they holds prime importance in view of the basic nature of business of a hotel, i.e. to sell rooms, because revenue collected from the sale of rooms contributes to more than 50 per cent of total hotel sales.

Kainthola explains that it is preferable that front office staffs know more than one language; it helps in communicating with guests who cannot speak English or the local language. Andrew (2009) also acknowledges the importance of multilingual to frontline personnel that they need to have strong knowledge of English language and develop skills in other languages such as French, German, Japanese, Chinese and many other languages. He is also of the view that frontline personnel needs multi- skills such as management, technological skills, customer care skills, and reporting skills, that frontline officer must be a problem solver and action oriented. Andrew gave an example that a frontline officer need to have authority to permit a free drink for a guest waiting for a room assignment, instead of waiting for supervisor or a manager to make such decision.

The front office according to Bardi (2003:1) is the nerve center of a hotel property. Bardi argues that communication and accounting are two of the most important functions of a front desk operation. Effective communications with guests, employees, and other departments of the hotel are paramount in projecting a hospitable image, the frontline officer is responsible to answering guest inquiries about hotel services and other information, he/she is also responsible for communication between marketing and sales department requests for information on guest room availability, and housekeeping department inquiries concerning guest reservations. Bardi is therefore of the view that frontline officer must have very good communication skills, because they interacts with all departments of the hotel, including marketing and sales, housekeeping, food and beverage, banquet, controller, maintenance, security, and human resources. These departments view the front office as a communication liaison in providing guest services. Apart from communication skill, Bardi has make an observation on issue of terrorism, he suggest that frontline officer need to be proactive, they need to be trained on terrorism attacks, they need to be conscious and observe all the activities at front desk, in dining room and recreational areas.

### **iii. Cooking skills**

According to LNTD (2009) Food service, whether from hotels or freestanding restaurants and street vendors is core to the tourist experience. In addition to the multilingual and communication skills identified above, which are of major importance within this sub-sector, a range of critical cooking skills are also needed to make hotel industry successful. LNTD explains that that kitchen employees should be trained in key areas such as food preparation and development (both local and international), food hygiene and sanitation, food costing, purchasing, stock management, food and beverage presentation, personal presentation and hygiene, menu design, food and quality control.

Andrew (2009), also argues that guest want their dining experience not only to satisfy their egos, create tastes and need for adventure but also to touch their heart.

He also made observation on the importance of the way services are provided to customers that they contribute largely to the total experience that the guest receives, for example is it a self-service or buffee. Andrew also advice that employees should be able to explain exactly to a customer the way foods are prepared, they should be flexible to accept to cook the way a customer want, because most of customers nowadays are sensitive with what they eat, they like to guide the server with food preparations by insisting, for instance, on organic vegetables or fat free dressings. Therefore a cook needs to have skills to cook according to customers desires.

### **3. Training as part of resource in hotels**

According to Walker and Miller (2009 :288), in a hotel industry training simply means teaching people how to do their jobs, by instructing and guiding a trainee toward learning knowledge (such as certain facts and procedures), skills necessary to do the job to the standard required (such as loading the dish machine), or attitudes (such as a guest - oriented attitude). Just like Walker and Miller (2009) Hayes (2009) also defined training as a process that provides new and currently employed staff with the short and longer term knowledge and skills required to perform successfully on the job. He said training should be planned and delivered systematically to help trainees become more competent in the tasks that are essential for on - job performance, and it should be cost effective.

Walker and Miller (2009) argue that training is not a stand lone entity; it is one of several elements that make for organizational effectiveness. The two are of the view that trained employees feel encouraged, motivated and they build a shared purpose meaning and vision.

However, they point out that when good training is lacking, there is likely to be an atmosphere of tension and crisis and conflict all the time because nobody is quite sure how the various jobs are supposed to be done and who has responsibility for what, this might cause customers complaints or they just do not come back, and managers begin to spend money on extra advertising that they could have spent on training and avoid all these problems.

Again, Heyes (2009) point out the importance of training in hotel industry, that it will help the staff members who are more service oriented to work to the level that will satisfy guests' desire and requirement hence attaining their promotion goals. He emphasizes that training, also help to reduce work stress caused by interactions with supervisors who are upset about improper work outputs. Apart from all the mentioned advantages of training, Heyes points out that trainee must want to learn and they need motivation to do so. The old adage "You can lead a horse to water, but you cannot make it drink," applies here.

Trainees must want to learn and, for this to occur, they must recognize its worth. Yang (2008: 02) also observes the same view about the importance of having skilled labour in the tourism industry when she says: "...Despite the rhetoric of policy-makers and business leaders that people are industry's most important asset, many remain unconvinced that such a view is borne out by empirical evidence". In other words, as much as most managers of business organizations or of institutions responsible for policy formulations seem to acknowledge the significance of skilled human resources in the tourism industry, their conduct suggests something to the contrary.

In modern hotel business, it is all about competence of people, especially the employees' qualities and the level of quality service depends on the knowledge and skills of these employees, who are the reason for competence and survival of hotels. Therefore, staff training in hotel industry is essential and it outweighs the cost in the long run.

### **3.1. Significance of training in the Hotel Industry**

The hotel industry according to Pender and Sharpley (2005) is not only a constituent element of the tourism product but also tourism experience and its employees play a key role in delivering the service product to its customers. In other words, excellence service provided by employees can create lasting positive experiences for customers therefore, it is important for hotels to employ trained and

skilled human resources because they can give a hotel a competitive advantage. Tanzania master plan (2002) has explained clearly that tourism product development will not just simply happen, it has to be stimulated, directed and coordinated. This means having the appropriate institutional framework, legislation and organizational structure in place; having an attractive climate for enterprise development and investment; having skilled labor force capable of meeting international service standards; having a destination campaign to create a strong market awareness, having knowledge and understanding of market place.

According to International Tourism Labor Market conference, (1995) Tourism industry is facing an acute shortage of skilled work force and there are many obstacles as far as development of human resources in tourism industry is concerned. The conference observed that the people working in tourism industry are highly uneducated, unmotivated, unskilled and unproductive; and these are due to the unattractive salaries and working hours. Cooper, Fletcher, Gilbert (1998) in Tanzania master plan (2002) in their study also finds out that a well-educated, well-trained, bright, energetic, multilingual and entrepreneurial workforce who understand the nature of tourism and have a professional training will only meet the challenges facing the tourism industry in Tanzania successfully. A high quality of professional human resource in tourism will allow enterprises to gain a competitive edge and deliver added value with their service.

Again Crook et al (2003) suggests that hotel industry depends heavily on direct contact between employees and customers, therefore the industry needs skilled, knowledgeable and well-trained employees to perform their work effectively than in any other industries. Lu (2005) also observed that there are many hotels investment projects worldwide, but the big challenge is that there are few trained, skilled and knowledgeable workforce for hotel industry. In agreement with Lu (2005) Bachran (2005) also argues that “The Jinjiang group of China plans to open 16 hotels and inns in next three years, and that they were putting their heads together to try to decide how they are going to staff their hotels, he acknowledged

the availability of hospitality schools in Beijing Shanghai and Guangzhou but he was not sure if they will be able to address the need of the industry of having experienced mid- Level managements, experienced housemaids, room attendants, chefs and staff all across the area. Travers, (2005) echoes this view that there is lack of qualified and experienced employees in the hotel industry; Travers argues that many of hotel employees stop working in hotels not for other industries, as the hospitality industry is no longer viewed as highly as it was a generation ago.

Again just like Bachran, Ritz-cartton (2005) in Shanghai also declares that they need to have enough people and right people, because the industry is all about people serving people.

Komba (2010) also observed like Travers (2005) in his speech that in Tanzania, the industry faces a lack of skilled hotel personnel, which makes numerous businesses to hire foreigners. He emphasizes that the Tanzanian tourism collage needs to produce more graduates to tap the demand for specialized tourism employees.

Wang (2008) in Yang (2010) said hotel industry is a significant part of the tourism industry worldwide and its employees play a key role in delivering the service product to its customers, because good service provided by employees can create lasting positive experiences for customers. He argues that in modern hotels it is all about the employees' qualities, which depend on employees' knowledge, and skills that lead to a hotels survival. Therefore, staff training in hotel industry is essential because training increases productivity while employees are equipped with professional knowledge, experienced skills and valid thoughts; staff training also motivates and inspires workers by providing employees all needed information in work as well as helps them to recognize how important their jobs are.

## 2.4.2 Internal system

### 1. Personality dimensions

Personality traits according to Moy and Lam (2004) in Yang (2007), is the most important attributes in selection of hotel staff and its priority is superior to knowledge, skills and ability. Freiberg (1998) in Yang (2007) also explains that it is important to hire for attitude and train for skill, because knowledge and skill can be improved through education, experience, and on job training but personality characteristics are not likely to be easily changed. Hinds et al (2004) in Yang (2007) again emphasized that attitudinal problems must be taken seriously because unhelpful attitudes are difficult to train away.

According to Barrick and Mount (1991), Mount et al (1998) in Yang (2007), there are many different typologies of human traits or aspects of personality proposed by psychologists, which are known as ‘Big Five’ personality dimensions. They include extroversion, emotional stability, agreeableness, conscientiousness, and openness to experience, and the definitions of these dimensions are illustrated in Table 2.1.

**Table 2.1 The ‘Big Five’ personality dimensions**

<b>Big Five personality dimensions</b>	<b>Definitions</b>
<b>Extroversion</b>	Active, assertive, outgoing, gregarious, sociable, adventurous, energetic, talkative and preferring to be around people.
<b>Emotional stability</b>	Not being anxious, depressed, angry, embarrassed, emotional, worried and insecure
<b>Agreeableness</b>	Cooperative, courteous, flexible, caring, friendliness, altruism, good-natured, avoiding conflicts, softhearted, tolerant and trusting.
<b>Conscientiousness</b>	Achievement-oriented, careful, hard-working, dependability, well-organized, orderly, high standards, planful, persevering, responsible, and thorough.
<b>Openness to experience</b>	Artistically sensitive, intellectual, imaginative, broad-minded, broad interest, cultured, creative, curious and original

**Source:** Allworth and Hesketh (2000), Barrick and Mount (1991), Behling (1998), Caldwell and Burger (1998), Mount et al (1998), Moy and Lam (2004) and Vennen et al (2003) in Yang (2007).

In the relationship between Big Five personality dimension and job performance, Barrick and Mount (1991) in Yang (2007) conducted a meta-analysis across a wide range of occupational groups, including professionals, police, managers, sales and skilled/ semi- skilled. They found that conscientiousness is the best and most critical predictor of job performance in terms of job proficiency (performance rating and productivity), training proficiency (training performance rating), and career success (salary level, turnover, status change, and tenure). Extroversion was also found to be a valid predictor for occupations involving social interaction with people.

According to Turizam (2011), behavior of the individual is determined by the characteristics of his/her personality, therefore it is necessary for management to determine which personality characteristics are necessary for each job.

He argues that it is important for any hotel management to match personal characteristics with requirements of a hotel, in order to achieve satisfaction of employees who are essential for customers' satisfaction. He is of the view that personality of employees is a major factor of individual behavior at working place.

Therefore, from the above discussion someone can clearly agree that Individuals who have a high extraversion characteristic are seen as people-oriented and outgoing with friendly, sociable, and cooperative traits. Agreeableness can therefore be referred to as a propensity toward helping others and is positively related to cooperation and sociability, whereas, individuals who are emotionally stable tend to be composed, self-confident and energetic. It is therefore believed that people who display high levels of these traits are suited to jobs that involve a greater quality and quantity of interpersonal interactions and include helping and serving customers. Conscientious individuals are characterized by being dependable, thorough, efficient, responsible, self-controlled, and reliable; they also are seen as people who follow rules, respect social protocol, and follow-up on issues.

However, Witt & Ferris, (2003) in Goodsir (2008) argue that the personality trait, conscientiousness, and social skills need to act together as moderators of each other since conscientious people without social skills can be inflexible, demanding, and overly fastidious with a tendency to micromanage people and situations. Witt and Ferris (2003) in Goodsir (2008) described Social skills as the capability to identify and understand the feelings and behaviors of individuals, including one-self, in social situations and to respond appropriately to these understandings. The two also describes social skills as the ability and knowledge of what to do and when to display different behaviors, that social skills provide a worker with a capacity to alter behavior to different situations and to successfully influence the responses of others.

## **2. Stakeholders (employees) satisfaction**

Stakeholder according to Freeman (1984:46) in Evans et al (2003:20) is any group or individual who can affect or is affected by achievement of an organization's objectives.

This definition draws in almost everybody that is, or may be potentially involved in the life of an organization. Larkin (2009: 6), explains that every hotel has a variety of stakeholders, he categorize them as primary stakeholders who are owners, customers and employees; and secondary stakeholders who are community, suppliers and Government. Larkin differentiate between primary and secondary stakeholders by the degree to which they exert influence over, or have impact on how one runs his or her hotel. He is of the view that primary stakeholders have significant influence and impact and they require most of management attention, he advises that secondary stakeholders are not unimportant, but they are unlikely to have the same degree of power over choices management make, therefore management need to consider their needs and address them where appropriate.

Transportation Research Board Executive Committee (1999:11) came up with the explanation that service quality is a measure of how well the service level delivered matches customer expectations.

The committee said delivering quality service means conforming to customer expectations on a consistent basis, however, clearly, the fact that expectations are confirmed is not always sufficient for satisfaction, they are of the view that consumers use basically similar criteria in evaluating service quality, that the criteria seem to fall into 10 key categories labeled "service quality determinants". These determinants are listed below:

- (i) Reliability involves consistency of performance and dependability, doing what they say they will, on time and to specifications.
- (ii) Responsiveness concerns the willingness or readiness of employees to provide service; it also involves timeliness of service.
- (iii) Competence means possession of the required skills and knowledge to perform the service.
- (iv) Access involves approachability and ease of contact.
- (v) Courtesy involves politeness, respect, consideration, and friendliness of contact personnel.
- (vi) Communication means keeping customers informed in language they can understand and listening to them. It may mean that the company has to adjust its language for different consumers, because there is an increasing level of sophistication of a well-educated customer and speaking simply and plainly with a novice.
- (vii) Credibility involves trustworthiness, believability, and honesty. It involves having the customer's best interests at heart.
- (viii) Security is the freedom from danger, risk, or doubt.
- (ix) Understanding/knowing the customer involves making the effort to understand the customer's needs.
- (x) Tangibles include the physical environment, physical appearance of employees, representations of the service and facilities.

The committee suggests that organizations should use the above indicators in determining their customers' satisfaction. The indicators may not work in the same

manner to every customer because every customer is an individual, with different taste and needs. Therefore, instead of looking at stakeholders' satisfaction from a narrow perspective, the study will check the stakeholders' satisfaction with clear mind that satisfaction is an abstract term, that it depends with individual needs and expectations, the above indicators will only be used as a checking mechanism.

### **3. Employees Motivation in Hotel Industry**

Organizations are made up of people who group their efforts towards achieving goals or satisfying needs Khalil (2000) in Karabadogomba (2008). However Williams and Cooper 1999) in Karabadogomba (2008), made observation that most of people don't go to work thinking about how they can maximize shareholders value or achieve corporate objectives, they normally go to work thinking about themselves, their families, and they think about the impact work has on their lives, therefore they need to be motivated for them to work towards achieving organization goals. Lashley (2009: 9) extends Williams and Cooper's observation to the hotel industry by saying that since the hotel business involves face to face interactions and that customer evaluate the performance of employees through a range of conscious and subconscious cues, then hotel workers need to be motivated to satisfy customers expectations. He emphasizes that employee satisfaction and dissatisfaction depends on the motivation factor. This is what Marriott in Lashley (2009) means when he says: it "takes happy worker to make happy customer".

Motivation according to Kainthola (2009: 9), is the internal feeling of an individual therefore motivated employee will use their skills and organizational resources more efficiently and effectively. On the same point, Walker and Miller's (2010 :178) are of the view that it is difficult to motivate people to do good work because it comes from within, therefore what motivates one person may turn someone else off completely because they are different.

## 2.5 Conceptual Framework and Research Model

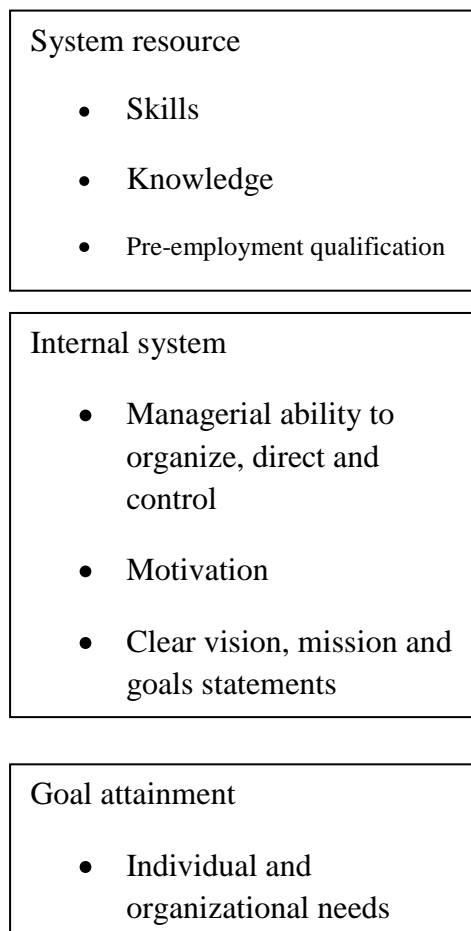
Haralambos and Holborn (2008) describe the conceptual framework as:

A set of coherent ideas or concepts organized in a manner that makes them easy to communicate to others, an organized way of thinking about how and why a project takes place, and about how we understand its activities, the basis for thinking about what we do and about what it means, influenced by the ideas and research of others.

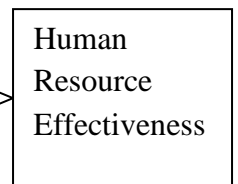
Ndunguru (2007: 47) explains that conceptual framework can be presented in form of diagrams, charts, photographs, flow-chart, or mathematical equations.

**Figure 2.1 The conceptual framework**

### Independence variables



### Dependence variable



**Source:** Research Construct 2013

## **2.6.1 Operational concepts**

### **a. System resource**

Human resource effectiveness cannot be measured by single criterion, as it is a multi-dimensional concept. It depends much on the system resource which includes individual qualifications, skill and knowledge he/she possess, pre-employment vocational training, on-going staff training and development, and attainment of individual and organizational goals.

System Resource in this study focuses much on the extent to which an organization (hotel) can acquire the resources, by resource here means physical resources which are necessary for managing the organization and also the human resource who are people with skills and knowledge, they should have qualifications, they should also undergo pre-employment vocational training and after employed they should have on-going staff training and development to improve their capacity, this is important in hotel industry because it depends heavily on direct contact between employees and customers, it therefore needs workers with skills knowledge and well trained to perform their work effectively.

#### **i. Skills, knowledge and pre-employment qualification**

The variables in system resource in this study were measured by checking the academic qualification and pre-employment qualification of the hotel employees.

#### **ii. On-going staff training and development**

This variable was measured by asking the employees if since they had joined hotel, how many job-related courses they have attended and which aspect of their job they were covered by job related training courses. They were also asked if they have ever gone through a systematic induction process when they joined the hotel.

### **b. Internal system**

Internal system involves the internal mechanism of an organization. It is necessary for any organization to maintain employees' satisfaction and morale, because

employee who feels that their needs and wants and those for their organization are being satisfied feels motivated and makes the effective. Therefore organizations should have a proper system designed for directing, leading, organizing, and directing employees towards achieving not only organization goals but also individual goals (self-actualization).

The variables under internal system are managerial ability to organize, direct and control motivation, clear vision, mission and goals statements and communication system. The variables were measured by checking if employees are challenged to develop their career, if they are involved in decision making, if they are given feedback and provided with necessary information.

### **c. Goal attainment**

Goal attainment focuses on the degree to which an organization obtains its goal through employees. Employees were asked if they are so clear about hotels vision, mission and goal statement. They were also asked if they feel the pay rates at the hotel are competitive and equitable. They were also asked to rate themselves on how they feel they possess the ability to work well with others, ability to solve customers' problems, ability to work under minimum supervision and if they possess technical knowledge and expertise which are relevant to their area of responsibility.

**Table 2.2 Measurement of variables**

<b>Variables</b>	<b>Measurement</b>	<b>Indicators</b>	<b>Source</b>
<b>Independent variables:</b> -System Resource	-Qualification of employees -Skills and knowledge of employees -Pre-employment qualification - On- going training	-Ability to work without maximum supervision -Ability to work without complaints -Friendly and polite employees - Ability to solve customers' problems	Petcharak (2002), Lasley and Sharpley (2005), Walker and Miller (2009), Tanzania Tourism master plan (2002), Ghosh (2009), Griffin (2011)
Internal system	-Managerial practices -Motivation -Clear vision, mission and goal statement -Communication style between employees and management and supervisors	-Clear understanding of vision, mission and goal statement -Good communication system - Ability to work under difficult environment/ condition -Working hard	Walker and Miller (2009), Griffin (2011)
Goal attainment	-Employees goals/ individual goals -Organizational goals	-Conscientiousness -Commitment	Griffin (2011)
<b>Dependent variable:</b>  Employees effectiveness	Multiple perspective of effectiveness -system resource -internal system -Goal attainment	-Availability of qualified, skilled and knowledgeable employees -Trained and developed employees -Clear vision, mission and goal statement -Good communication system (involvement, feedback) -Commitment and hardworking	Griffin (2011)

**Source:** Research Construct 2013

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the theoretical and methodological underpinnings to the proposed study. It also explicates and justifies the details of the study's design and the procedures for data collection and data analysis in relation to the study's key question: "To what extent can the human resources in the hotel industry of Mbeya region of Southern Tanzania be said to be effective"

#### **3.2 Research Design**

This study adopted the case study approach because it is the one that was suitable for the task at hand as will be shown below.

Case studies provide "an intensive description and analysis of a phenomena or social unit such as an individual group, institution, or community" (Merriam and Associates, 2002: 08). They can be of an individual, group, site, class, programme, policy, process, institution, or community. The unit of analysis determines whether the study is a case study or a different form of qualitative research. Ary et al. (2006), note that case studies provide an in-depth description of a specific unit that may be selected because it is unique or typical or for a variety of other reasons. The unit is defined within specific boundaries defined as a "bounded system". According to Yin (2009), in addition to the need to answer the questions "why?" and "how?", the case study method is preferred over others because of its appropriateness in examining contemporary events within real-life contexts, but when the relevant behaviours cannot easily be externally accessed.

Yin also puts forward what he calls a "twofold technical definition" of case studies:

1. A case study is an empirical enquiry that:
  - Investigates contemporary phenomenon in-depth and within its real-life contexts, especially when
  - The boundaries between phenomena and context are clearly evident (Yin, 2009: 18)

In other words, a researcher is supposed to use the case study method because s/he wants to understand a real-life phenomenon in-depth and such type of understanding is supposed to encompass important contextual conditions. Such a thing is necessary because the contextual conditions are highly pertinent to the phenomenon being studied. The second part of Yin's technical definition reads as follows:

2. The case study inquiry

- Copes with technically distinctive situations in which there will be many more variables of interest than data points, and one result.
- Relies on multiple sources of evidence, with data needing to converge in a triangulating fashion, and another result
- Benefits from the prior development of theoretical propositions to guide data collection and analysis. (Yin, 2009: 18)

In essence, the twofold definition shows how case study research comprises an all-encompassing method – covering the logic of design, data collection techniques, and specific approaches to data analysis.

Yin (2009) agrees with Ary et al. (2006: 458) on the point that the case study method relies on multiple sources of evidence. They point out that case studies may employ multiple methods of data collection and do not rely on a single technique. They list out testing, interviewing, observation, review of documents and artifacts, as some of the methods that may be used for data collection. The distinction, as also observed by Yin (2009), is that whatever techniques are used, are all focused on a single phenomenon or entity (the case) and attempt to collect information that can help understand or interpret the focus of the study.

Daymon and Holloway (2011: 115) add to the definition of a case study the idea that the evidence acquired from the multiple sources of data may be qualitative and/or quantitative. They also point out that the ability of the case study method to incorporate a variety of data gathered using multiple data collection methods is what gives the case study approach its strength. In short, because of this ability to

produce and incorporate multiple sources of evidence (even encompassing different theoretical frameworks and methodological approaches) within itself to the extent, depending on the topic, and particular situation, one can even decide to apply both qualitative and quantitative data collecting methods within a single case.

This study used multiple case designs. A primary distinction, according to Yin (2004: 55), in designing case studies is between single – and multi-case designs. What this means is that every researcher who has decided to utilize the case study research has to decide prior to any data collection, on whether a single case or multiple cases are going to be used to address the research questions. Yin is of the view that the single-case study is an appropriate design under conditions such as where the case represents a critical test of existing theory, a rare or unique circumstance, or a representative of a unique case, or where the case serves a revelatory or longitudinal purpose.

Yin (2009), also points out that multi-case designs have distinct advantages and disadvantages in comparison to the single-case designs. The evidence from multiple-cases is often considered more compelling, and the overall study is therefore regarded as being more robust (Herriot & Firestone, 1983:60), on the other hand however, the problem is that the rationale for single-case designs cannot usually be satisfied by multiple cases. By definition, the unusual or rare case, the critical case, and the revelatory case, are all likely to involve only single cases. Worse-still, the conduct of a multiple-case study mostly requires extensive resources and time. Yin is also of the view that a major insight to bear in mind when selecting multiple-cases is to consider them as one would consider multiple experiments – that is, to follow a “replication” design. It is not right to consider multiple-cases to be similar to the multiple respondents in a survey (or to multiple subjects within an experiment), - that is to follow a sampling design. The replication logic is analogous to that used in multiple experiments. Each individual case study consists of a “whole” study, in which convergent evidence is sought regarding the facts and conclusions for the case; each case’s conclusions are for the case are then

considered to be the information needing replication by other individual cases. Both the individual cases and the multiple-case results can and should be the focus of a summary report.

For each individual case, the report should indicate how and why a particular proposition was demonstrated (or not demonstrated).

The collective case study design (multiple-cases design) that has been adopted for this study is used to understand a theory or problem information from smaller cases. In the case of this study, two hotels were used to shed light on the effect of effective human resource management practices on the performance of human resources in the hotel sector of Mbeya region. However, as I have discussed earlier, the classic application of the case-study is to a single case as it enables deep understanding and rich theory construction especially since the “real business of a case study is particularisation [and] not generalization” (Stake, 1995: 08). The collective case study design usually involves several instrumental cases selected to allow an enhanced ability to theorize about some larger collection of cases (Hancock & Algozzine, 2006: 33).

According to Thomas (2004), case study is suitable where little or nothing is known about the phenomenon of interest, an intensive study of one or small number of instances of it can be undertaken in order to produce detailed descriptions of typical cases. Such descriptive studies then form the basis for the construction of explanatory theories and hypotheses.

The case study design has long been the object of criticism by those who see the qualitative investigation of one or a few cases as an inadequate or inappropriate strategy of inquiry. The criticism against the case study methodology is mainly focused on two main sets of issues: the extent to which case studies can produce rigorous data and so yield findings of internal validity, and the problem of generalization or external validity.

Case studies have been criticized for using ill-defined methods of data collection, for the likelihood of investigator bias influencing what is observed and for the impossibility of replication. Of course the problems pointed out do not only manifest themselves in case study research; they are typical of all forms of social research.

The absence of bias, for example, cannot be guaranteed even in rigorously designed and conducted laboratory experiments (Jung, 1971). Secondly, triangulation, or the use of multiple of data construction is one of the procedures that have been developed that are intended to strengthen the internal validity of the case study.

Regarding the problem of inability to generalize, according to Stake (1995), the main concern of case study research is ‘particularization’ rather generalization. Yin (1994) is of the view that while case study research cannot be generalized to populations or universes (statistical generalization), they can be generalized to theoretical propositions (analytical generalization) as will be the case in the proposed study using the collective case design. Punch (1998: 154) adds that the derivation of new concepts is another way in which a case study can yield ‘generalizable results’. In other, case study researchers are able to derive general theoretical propositions and concepts from the study of specific cases.

### **3.3 Research Strategy**

This study is predominantly qualitative. Denzin and Lincoln (2000: 202) in the Handbook of Qualitative Research describe the essence of qualitative research as:

... a situated activity that locates the observer in the world. It consists of a set of interpretive, material practices that make the world visible. These practices ... turn the world into a series of representations including field-notes, interviews, conversations, photographs, recordings and memos to the self. At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them.

According to Gillham (2000), the qualitative methods focus primarily on the kind of evidence (what people tell you, what they do) that will enable you to understand the meaning of what is going on.

Furthermore, he is of the view that the great strength of qualitative study methods is that “they can illuminate issues and turn up possible explanations: essentially a search for meaning – as is all research.” According to Ritchie & Lewis (2003: 03), “There is fairly wide consensus that qualitative research is a naturalistic interpretive approach concerned with understanding the meanings which people attach to phenomenon (actions, decisions, beliefs, values etc) within their social worlds.

Bryman (1988: 08) in Ritchie & Lewis (2003: 03) understand such a thing as the central motif of qualitative research: “The way in which people being studied understand and interpret their social reality.” Certain data collection methods have been associated with qualitative research. Examples of such methods are: observational methods, in-depth interviewing, group discussions, narratives, and the analysis of documentary evidence.

However, some writers have defined qualitative in terms of what it is not. Strauss & Corbin (1988) in Ritchie & Lewis (2003) for example, delineates qualitative research, as any research not primarily based on counting or quantifying empirical material:

By the term “qualitative research”, we mean any type of research that produces findings not arrived at by statistical procedures or other means of quantification. (Strauss & Corbin, 1988: 11)

The common elements that seem to give the qualitative concept its distinctive characteristic from the various definitions of put forward by various writers include:

Aims that are directed at providing an in-depth and interpreted understanding of the social world of research participants by learning about their social and material circumstances, their experiences, perhaps and histories.

According to Ary, Jacobs, Razavieh, & Sorenson (2006: 449 – 450), since qualitative enquiries seek to understand human and social behavior not from the “etic” or “outsiders” perspective, but from the “emic” or “insider’s” perspective, that is as lived by participants in a particular social setting (e. g., a culture, a school, community, group, or institution), then the primary instrument for data collection is the researcher him or herself, often collecting data through direct observation or interviews.

According to Ary et al (2006), topics that are often investigated through qualitative methods include those that defy, those that are best understood in a natural setting, those that involve the study of roles and behaviors, those that involve the study of an organization in its entirety, those about which little is known, and those that involve closed cultures. Types of questions asked in qualitative studies include: what is happening? What does something mean? How are events organized or related? What are the perspectives of participants? How do participants interact? What are the relationships among structures, events, and participants? Answering qualitative questions can help illuminate everyday life, provide specific details to help understand a particular setting, examine interpretations of local meanings, and illuminate differences across and this is what researcher wants to do.

### **3.4 Area of the study**

The study was conducted in Mbeya city. Two hotels - Joel Mabiba (JM) hotel and Mount Livingstone (ML) hotel – were selected for study.

Mbeya is located in the South Western Corner of the Southern Highlands of Tanzania. The Region lies between Latitudes 7° and 9° 31' South of Equator, and between Longitudes 32° and 32° and 35° East of Greenwich. Mbeya region lies at an altitude of 475 metres above sea level with high peaks of 2981 metres above sea level at Rungwe higher attitudes. Mbeya shares borders with countries of Zambia and Malawi to the immediate South; Rukwa Region to the West; Tabora and Singida Regions to the North; while Iringa Region lies to its East, with Tunduma

and Kasumulu in Mbozi and Kyela districts respectively being the main entries and/or exist into neighbouring countries of Malawi and Zambia.

The main economic activity in this region is agriculture. This study was conducted in Mbeya city which is one of seven districts in Mbeya region. The district is also the administrative district of the region.

Mbeya region was selected for the study because of its current aggressive drive to promote investment in the region especially in tourism sector.

### **3.5 Sampling Procedure**

According to Yin (2009), sampling is important in qualitative research just as it is in quantitative research. Qualitative researchers cannot observe everything about the group or site that might be relevant to the research problem, but they try to obtain a sample of observations believed to be representative of everything they could observe. Although the sample may be representative, it is typically not a random sample. They select purposive samples believed to be sufficient to provide maximum insight and understanding of what they are studying. They use their experience and knowledge to select a sample of participants that they believe can provide the relevant information about the topic or setting.

#### **3.5.1 Purposive Sampling as a Technique/ procedure**

The choice of this technique was based on the fact that it caters for specific purpose. Mason (2008) argues that purposive sampling is a set of procedures where the researcher manipulates the analysis, approach and sampling activity interactively during the research process to a much greater extent than in statistical sampling. In addition Kothari (2004) points out that purposive sampling is a deliberate selection of particular units of the universe for constituting a sample that represents the universe. This study included employees of the two hotels from four departments from the study area.

### 3.5.2 Population of the study

Population according to Lewis and Thornhill (2009) is the complete set of cases or group members. Thus in this study the population were 70 employees, 45 employees from JM and 25 employees from ML hotels from which the sample unit was drawn.

### 3.5.3 Sample Size (Unity of inquiry)

The sample size in this study had comprised of 38 respondents. Seven employees from frontline department, ten employees from kitchen department, eleven employees from housekeeping department, four employees from security department, and two employees from accounts department.

**Table 3.1 Sampling frame of Respondents from JM and ML hotels**

No	Category	Respondents	Expected sample size for all categories	Methods of gathering information
1	Frontline department	9 employees	38	Questionnaires were distributed to 38 employees
2	Kitchen department	10 employees		
3	Housekeeping department	11 employees		
4	Security department	6 employees		
5	Account department	2 employees		

### 3.6 Data Collection Instruments and Data Collection Procedures

According to Gillham (2000), when preparing for data collection and during actual data collection the qualitative researcher, and by extension – the case study researcher, deals with a host of issues, especially if data collection is done in the present, as is mostly the case with case study research. The researcher must gain access to the situation, which may require special arrangements. If one is conducting a study in her or his own institution, access may be automatic and data collection can be quite unobtrusive. However, for most situations, as it was for this study, the researcher needed access more formally from the management of the

hotels. For this study, the researcher planned to adopt the role of an observer as participant.

In this stance, it could have been possible to interact with the subjects enough to establish rapport –at least as a resident guest, but not really to become involved in the behaviours and activities of personnel at the selected hotels.

However, the consent for research was refused in several hotels by simply giving different reasons like fear for being investigated by Tanzania Revenue Authority (TRA) officers; they couldn't allow their employees to waste time for research because they are always busy. Therefore researcher was allowed to use only one method of collecting data which is questionnaire.

### **3.6.1 Questionnaires**

According to Munn and Drever (1999), although some questionnaires are used in face-to-face interview, the main thing about questionnaires is that they are prototypically documents containing a number of questions that respondents have to complete themselves. The respondents may have to tick boxes, write-in opinions or put things in order of importance. The important point is that the researcher is not usually present when the questionnaire is being filled in. Munn and Drever also point out advantages that questionnaires offer those interested in researching some aspects of their own practice.

The advantages they point out are: (a) an efficient use of time, (b) anonymity (for the respondent), (c) the possibility of a high return rate, and (d) standardized questions. The two also point out their views in support of the anonymity that the questionnaire offers to a researcher who is doing his or her own data collection: "...A potential difficulty for a ... researcher is that of collecting information from people who know you. It may be that people are less likely to be frank if you are interviewing them, than if they are able to provide information anonymously".

In this study I used questionnaires as one of the data collecting methods in order to gain three of the advantages pointed out by Munn and Drever. I felt the method

would enhance the efficient use of time as the respondents could complete the questionnaire in their own time.

I had to be mindful of time for the reason that the managers pointed out that employees are busy and they could not be allowed to be involved in the interview or any discussions.

I had also decided to use the questionnaire because it enabled me to present a member of each department with the same questions (standardized). This could not be the case if I had used another method like the interview method. Supporting this idea, Munn and Drever (1999:04) say:

...The advantage of the standardized question is that you are strictly controlling the stimulus presented to all respondents. Of course, you cannot control the way in which respondents interpret the questions. However, you do know that all respondents have been presented with the same questions in the same order. This is a claim that usually cannot be made for interviewing techniques.

The main reason why I used the questionnaire as one of data collecting methods in the study is to encourage the respondents to express their views more honestly and openly by assuring them of anonymity. This is necessary to avoid the “backyard effect” where informants are reluctant to make statements that might reflect badly on themselves or seem critical of the subject under study.

Bearing in mind some of the situational weakness of questionnaires method - such as the fact that the information collected tends to describe rather than explain why things are the way they are – the questionnaires were designed in such a way that they include both open and closed questions. The open - ended question were crafted in such a way to allow respondent to explain why they had responded the way they had done to particular questions.

One questionnaire was prepared targeting operatives employees in various departments: (a) frontline department, (b) housekeeping department, (c) kitchen department and (d) Security department.

### **3.7 Methods of Data Analysis**

The choice of a particular method for data analysis depends on the type of data collection methods employed.

Data collected using the questionnaire technique was transformed by tabulating the answers to the question and calculating the percentages for all response to particular questions. In this way, it was possible in the study to determine the percentage or the proportion of respondents in the study who had a particular view on a particular factor of effectiveness in as far as the human resource personnel is concerned.

In this way, the study was able to measure the performance of the department on a particular indicator of performance depending on the percentage or proportion of respondents holding a particular view or perspective. In most instances, for responses to be significant for making conclusions, a conclusion of 50 percent was established. In other words, if 50 percent or more of the respondents responded to a question in a certain way, that response will be viewed to be significant.

The data collected through the questionnaire was therefore used in the description of the human resource personnel in as far as effectiveness is concerned (a straightforward description of how things are according to the experiences, knowledge and skills of the respondents). This was done in the manner of Wright (1991) who says that a qualitative researcher tries to establish an empathetic understanding for the reader through description, and in so doing, the researcher conveys to the reader what experience itself would convey. The data collected through questionnaire methods was therefore examined to understand how the respondents see things in and about the hotels in performance terms.

Effectiveness issues in and about the hotels will be understood from the experience, knowledgeable, skilled and perspectives of the respondents.

## **CHAPTER FOUR**

### **THE FINDINGS OF THE STUDY**

#### **4.1 Introduction**

In this chapter the findings of the study are presented and discussed. The discussion of the findings directly addresses the objectives that the study set out to achieve. This chapter therefore performs three things:

- a. It indicates and discusses the level to which personnel at the two hotels are equipped as a resource ( with knowledge and skills) and with resources (material resources) needed to carry out their various specialized tasks in their hotels (work places);
- b. It explains and discusses the measure to which the employees at the two hotels feels that their individuals as well as group-related needs are satisfied by and at the hotel (motivation); and,
- c. The chapter presents and discusses the level to which they feel that their individual as well as departmental and overall organizational intended outcomes (goals) are realized.

The presentation of findings and discussion of the same therefore follows a thematic structure determined by the dimensions (perspectives) of “effectiveness” which form the framework through which the personnel effectiveness of the hotel is being assessed and investigated. In this way therefore, findings are grouped together as much as possible according to the light that they shed on how each one of the two hotels in the study measures up (performs) on any of the aforementioned dimensions of effectiveness as adopted from Griffin model, which are: system resources approaches, internal approach, goal approach and strategic constituencies approach.

## **4.2 Human Resource Availability in Mbeya Hotels**

(Sims, 2002:02) explains that the hospitality industry just like any other service-based industry, regards employees as very valuable resource as are other resources such as buildings, money and equipment. This is the case because in most case, their corporate successes depend upon high- performing staff. Hotels therefore need staff who possess a variety of specialized knowledge, skills and experience to produce the services that are needed and desired by consumers (market). This is why in the hotel industry almost everything depends on the physical labour of many hourly workers. Of course it is important to bear in mind that how well the workers produce and serve is a factor of the kind of skills and knowledge they possess, and how well they are led (managerial capacity).

Both the JM hotel and the Mount Livingstone hotel, just as other hotels in Mbeya city require adequate competent and high performing members of staff capable of sustaining high performance levels of a long period. Once the competent members have been acquired or identified, the hotels would need to help to adopt and ensure that their skills and knowledge are kept updated, and such thing can only be attained through orientation and training (Robbins and Stiart-Kotze, 1990).

### **4.2.1 A Perspective of the JM and ML Hotels in Human Resource Capacity in Terms of Staff Academic Qualifications**

Due to the nature of the modern - day hotel clientele, hotel does not need to employ just any human capital, but skilled and knowledgeable ones, the type of staff that can serve clients at a global standard (Chao, 2005). They therefore need to possess relatively high levels of knowledge, levels that can only be possessed by those who have been educated to high school levels or beyond.

An analysis of the human resource capacity of the JM hotel in terms of employees' basic academic qualifications shows that the hotel capacity in this area is effective. Out of 26 members of staff who responded to the staff questionnaire, representing a

54 percent response rate, 22 of them hold an “O” level certificate, representing 85 percent of the total number of respondents.

The rest of the respondents hold “A” level certificates, representing 15 percent of the total number of respondents. In other words JM Hotel is effective in terms of possession of general academic by having 100 percent possession of high school academic qualification by its staff. (See appendix one).

For the ML Hotel, out of the nine respondents to the staff questionnaire, representing a 36 percent response rate, 51 percent possess an “O” level certificate, 11 percent have an “A” level qualification, while 22 percent have a standard seven qualification. (See appendix two)

What this means is that JM is more effective in human resource capacity terms at the level of general staff knowledge compared to the ML Hotel. However, the ML hotel is not very far off in this area as 62 percent is an above average capacity.

#### **4.2.2 Human Resource Capacity According to Staff Members’ Pre-employment Vocational Training for Hotel Work.**

According to (Ponder and Sharpley,2005) and Cooper, Fletcher and Gilbert (1998) in TMP, 2002). Excellent services by employees create lasting positive experiences for customers makes it imperative for hotels to employ trained and skilled human resources, because they give hotels a competitive advantage. Crock et al (2003) also explained that since the hotel industry depends heavily on direct contact between employees and customers, it therefore needs skilled, knowledgeable and well trained employees to perform their work effectively.

In as far as possession of an effective human resource capacity in terms of recruiting and therefore possessing staff who are already qualified to work in the hotel industry by virtue of their pre- employment training, the JM hotel is effective. Of the 26 respondents, 73 per cent possess a Certificate in Hotel Management while 4 per cent possess an advanced qualification as a degree in Business Administration. Only 23 per cent of the respondents do not have a vocational qualification of any type. The majority of the respondents who do not have a

vocational qualification of any sort belong to the security and House – Keeping department of the hotel.

As for ML hotel, the story is not so bad either. Out of the total number of staff who responded to the questionnaire, 44 per cent hold a Certificate in Hotel Management, with 11 percent holding a slightly higher qualification of Diploma in Business Administration.

In other words, 55 percent of the total respondents from ML hotel hold a minimum professional qualification relevant to the type of work they are doing at the hotel. The 55 percent of respondents who do not possess any vocational qualification mostly belong to the housekeeping, gardening and security departments of the hotel.

In the area of recruiting and possessing staff that have pre – employment qualifications for the work they are doing at the two hotels, the JM hotel has much higher capacity compared to the ML hotel. However, the presence of employees with minimum, and in few cases with high qualifications relevant to the hotel industry, shows a realization on the part of the managements of the two hotels about the need for skilled labor for their hotels.

#### **4.2.3 On- going Staff Training and Development**

Professional development, which is made up of the three concepts: induction, training and development, provides opportunities for hotel staff to acquire new skills and attitudes that can lead to improved guest experiences (Seyfarth, 2002).

Induction is at times defined as a planned programme designed to facilitate the process by which new members of staff acquire the social and technical knowledge and skills they need to perform effectively in their work roles and interpersonal relationships (Smylie, 1995). Through induction, hotel staff acquires information about what they want and what the company wants them to know. Necessary information about issues such as pay rates, overtime, work days and hours of the week, who to report to, rules and regulations, and company policy are communicated to new entrants.

Training (on-going) usually refers to teaching employees how to do job for which they have been hired. Development on the other hand refers to teaching employees the skills needed for both present and future jobs (Griffin, 1996). The three practices are very important if an organisation wants to be effective since they help an organization’s employees to grow and develop in their job.

**a. Orientation and Induction**

No one (100 percent) of the respondent members of the JM hotel has ever gone through any induction process upon his or her being recruited into the hotel. The feeling among the members however, was that they could have appreciated going through a systematic induction process. They feel an induction process could have helped to bring a certain sense of standard and uniform performance among them.

Some of the objectives that the respondent of JM hotel feel could have been achieved had they gone through a systematic induction process include encouraging them to settle down in their jobs through the provision of support and assistance, and promoting their professional well-being and help them to know their organization’s and their department’s culture.

Table 4.1 shows some of the important objectives that staffs at JM and ML Hotels feel a systematic induction process could have helped them achieve. The objectives have been presented according to the frequency of mention in descending order.

**Table 4.1 Objectives to have been met through a systematic induction**

Objectives	Respondent (%)	
	JM	ML
Encourage them to settle down in their job through provision of support and assistance	96	44
Promote their professional well-being	96	11
Know hotels’ organizational and their department’s culture	85	11
Clarify the hotel’s policies and procedures	8	11
Familiarise them with their jobs descriptions	4	

An indicator reflecting the effect of lack of systematic induction on the part of staff of JM hotel is clearly manifested in the way they responded to the question that required them to indicate if the hotel 's vision, mission and goal statement are clear to them. All the respondents, 100 percent indicated that these statements are not clear to them. The same thing is clearly evident in their response to the question which required them to indicate if they are aware of any baseline measurements that are used to track the impact of their departments' performance. A big majority of JM respondents (92 percent) indicated that they are not aware of any such baseline measurement.

For the ML hotel, a sizable portion of respondents, (56 percent) indicated that they had gone through a systematic induction upon being recruited. The 44 percent that indicated that they were not inducted upon being recruited also pointed out a number of objectives that would have been attained had they been properly inducted. Some of the objectives they pointed out are that they could be encouraged to settle down in their jobs through provision of support and assistance. Reference to table 4 above shows some of the objectives that the staff who were not inducted into their organisation when they joined it could have achieved had they done so.

Even though a sizable number (56 percent) of ML respondents indicated that they had undergone an induction process same issue reveals that induction they had undergone might not have been effective. This is the case because a proportion similar to the one that inducted it had been inducted (56 percent) also indicated it was not aware of any baseline measurements that are used to track the impact of the performance of their departments. A much higher proportion of the respondents (89 percent) indicated that it was not clear about how their hotel's vision, mission and goal statements relate to their work. However, this is the type of knowledge that should have been imparted during the induction which a sizable number of them claimed they had undergone. This simply shows that the induction process conducted by the ML hotel is not effective.

With regard to the process of induction, ML hotel is similarly as an ineffective as the JM hotel that does not conduct inductions. Give such situation at the two hotels, it would be unrealistic to expect staff to effectively help their hotels to attain their visions and /or the goals which are not clear to them and for which they are prepared for, and also where they do not know how to assess or measure the impact of their departments' performance. Without effective induction systems, the hotel workers lack information that is supposed to inform and guide their performance.

**b. Attendance of Training Courses.**

Out of the 56 percent of the JM hotel respondents who answered the question that sought to find out if all the members of staff at the hotel do attend professional development courses done internally or externally, only 8 percent indicated that they have ever attended a professional development course since they had joined the hotel. Similarly, for ml hotel, only 11 percent of the hotel respondents had indicated that they have ever attended a professional development course since there had joined the hotel. Such a situation, coupled with the complete absence of a systematic induction process or an effective induction process (in the case of the ML hotel), signals ineffective performance on the part of staff concerned. Without on-going training opportunities, even the competent and high performing members capable of sustaining high performance levels over a long period of time, cannot do so. This would be the case because on-going training of hotel staff members help them to be more service – oriented and to work to the level that will satisfy guests' desires and requirements hence attaining the hotel's promotional goals ( Heyes, 2009).

However, what the current situation at both the JM and ML hotels as regards on-going professional development does confirm Yang's (2008) observation regarding the universal lack of will on the part of the owners to invest in the professional development of their own staff. He observed that most hotel owners are not convinced that people are the industry's most important asset. They regard on-going training of their staff as a cost that cannot be off-set by gains through

increased revenues to their hotels. Most of hotel owners do not see the connection between the competences of people, especially the fact that employees' qualities and the level of quality service depends on the knowledge and skills of these employees, who are the reason for competence and survival of hotels.

As Yang (2010) links on-going staff training in hotels to enhancement of motivation and productivity on the part of workers, by providing employees with up to date professional knowledge, experience, skills and valid thoughts, staff training also motivates and inspires workers by providing them with needed information at work and the recognition about how important their jobs are. The absence of on-going professional development can explain the reason why a significant proportion of the respondents from the two hotels attribute their low remuneration rates to the dwindling of business in their hotels and hence the generation of low revenues.

In short, the implication of lack of opportunities for professional development in the case of the JM and ML hotels is that the majority of the employees are lacking new perspectives for their hospitality work. Since the hotel workers are not learning and developing, they are not growing and cannot properly respond to most of the challenges in their hospitality environments. In such situations human resources efficiency and effectiveness are compromised.

### **4.3. Human Resource Effectiveness With Regard to Ability to Manage Task-related, Group- related and Individual-related needs (Motivation)**

#### **4.3.1. Motivation through Continuous Training and Provision of Opportunities for Growth**

As already discussed in section 2.7.2.1, human resource effectiveness cannot be measured by a single criterion because it is a multi-dimensional concept. It does depend much on the individual effectiveness and group contributions. Factors such as skills and knowledge of individual employees, the way they are motivated to achieve organisational goals, the way they are led by management or supervisors, feeling a sense of belonging, and to expand their career options, can make them

effective (White, et al. 1996). Walker and Miller (2009) also agree with this view. They also advance the position that training is one of several elements that make for organizational effectiveness. They are also of the view that trained employees feel encouraged, motivated and are able to build a shared purpose, meaning and vision. In response to the question that sought to find out if they feel they possess all necessary skills and competencies to perform their job, all the respondents from the two hotel responded overwhelmingly (JM hotel, 96 percent ; ML hotel, 100 percent) that they feel they have the necessary skills and competence to perform their jobs.

In other words they feel a high level of confidence the skills and competencies they had brought to the hotel from their pre- employment training. When they were joining the hotels they had a high level of motivation.

Their responses to the question that sought to find out whether they that they receive adequate training when they have been assigned a new task or responsibility is critically low signifying that they are not prepared for new tasks or responsibilities by being trained for them. Out of all respondents from JM hotel, 81 percent indicated they are not given any training when assigned new tasks and responsibilities. 78 percent of all respondents from MI hotel also indicated that they are not prepared in any way when they are assigned new tasks and responsibilities. What this shows is that these hotels, member of the staff performs new tasks and assume new roles from a position of reduced individual confidence (low motivation). Very little or no positive outcomes can be expected from such situations.

In response to the question that sought to find out if they are given predictable and manageable opportunities to learn, grow and to develop, and to expand their career options, all the respondents (100 percent) from the ML hotel also indicated that no such opportunities are ever given to them. What this means is that employees at these two hotels are never motivated by being offered opportunities to self-actualise when they are encouraged to give suggestions or when they are given a

chance to grow to realise their own potentials. At these two hotels what it means that employees do not take on challenging responsibilities and complex tasks as they are not motivated to do.

What it means is that they cannot work under minimum supervision or they cannot supervise themselves as they are given opportunities to grow to undertake challenging tasks and responsibilities. Where employees are not challenged to grow, they are not motivated and where hotel employees are not motivated, they cannot make customers happy since it takes a happy worker to make a happy customer (Marriot in Lashley, 2009).

#### **4.3.2 Enhancing Staff Capacity by Building Positive Work Climate**

##### **1. Worker's knowledge of vision, Mission and Goal Statement as they relate to their Work.**

Walker and Miller (2010) explain that management needs to build a positive work climate by meeting employees' expectations. Such a thing according to the two authors motivates employees to work to their best and to achieve their highest potential in their jobs. Shrock also in Walker and Miller (2010) outlines several activities that are supposed to be undertaken by management teams of the hotel establishment to build positive climates with the aim of motivating staff. Some of such activities are such as the writing of clear vision, mission and goal statements and to ensure that everyone knows them; to keep employees informed, involved and to empower them; to formally evaluate employee performance at least twice yearly, to praise and reward employees, and pay for performance; to establish competitive and equitable pay rates; among other activities (see section 2.6.1.)

As already presented and discussed above (see section 4.2.3), responses from respondents from the two hotels under study all indicate that most of them are not clear about how their hotels' vision, mission and goal statement relate to their work. The implication of this is that workers are lacking a sense of direction and purpose

in their work and therefore working in darkness. To work in such a situation would be de-motivating to any human being.

### 1. Keeping Employees Informed, Involved and Empowered

In response to the question that sought to find out how the leadership of the hotels get inputs and feedback from the workers, the responses from the respondents from both hotels indicated an existence of a very effective internal communication system within both hotels (See Table 4.2 below).

**Table 4.2 How Leadership of the hotels get input and feedback from workers**

Communication Media	Respondents (%)	
	JM	LM
Meetings	96	100
Memos	92	100
Head of departments/supervisor following them to their work area	92	100
Telephone	92	100
E- mails	88	89
Others	-	-

What the responses indicate is that employees are well informed, feel involved, and therefore empowered and motivated since they can speak out and are reliably informed.

Further to having multiple means of sending and receiving information, all the respondents from the two hotels indicated (100 percent) that within their hotel set-up they have definite times for holding departmental meetings. This further augments the effectiveness of the internal communication system within the two hotels.

### 2. Motivation of Employees through Satisfaction of their Basic Needs

In relation to staff motivation, Andrews (2008) explains that while striving to meet the needs of customers by a spread of cuisines and provision of choice of rooms, the

hotel industry all recognizes the needs of its internal customers who are the employees, by providing such amenities as free meals, uniforms, proper working conditions, staff accommodation or house rent allowance.

In response to the question that sought to find out what sort of provision the hotels provides to satisfy the physiological needs of staff in order to motivate, the all respondents from the two hotels indicated that they are given free meals when they are at work. They also indicated (88 percent JM hotel; 78 percent ML) that they are provided with uniforms. Respondents who work as security guards and gardeners at both hotels (12 percent from JM hotel; 22 percent from ML hotel), indicated that they are not given uniforms since they are supplied the companies from which they are contracted.

In response to the question which sought to find out whether the two hotels' employees are given information to safe –guard themselves against work place safety hazards. Fifty six percent of the respondents from JM hotel indicated that they are given such information while 46 percent of them indicated that they are not. On the other 89 percent of respondents from ML hotel indicated that they are given such information while 11 percent that consisted of a gardener and a security guard indicated that they are not given such information. The implication here is that management of ML hotel is very sensitive about their employees' work place safety. Such a caring spirit on the part of management motivates hotels employees to offer the best of themselves towards meeting the goals of their organizations. In this respect the ML hotel has more motivated staff than the JM hotel.

Most of the respondents from the two hotels, even those from JM hotel who indicated that they are not given information about how they can protect themselves against workplace health hazards pointed out that they are given workplace garments such as gumboots, gloves, aprons and hair caps to protect themselves against harm to their health.

### **3. Motivation of Employees through Interpersonal Relationship Building**

Strong relationships among employee lead to strong work-place team, strong sense of belonging and unity of performance among them. Members of such work places share common goals and a unity of purpose. They enjoy working where they are working and are simply motivated as individuals and as team members. As Kainthola (2009) has observed, it is important for leaders in hotels to human relations skills, the ability to work well with others and the ability to understand people and the individual problems and feelings.

Responses to the question that sought to find out the deliberate efforts that are employed at the hotels by managers to build strong relationship among staff indicate that this is the case at both hotels. All the respondents (100 percent) from JM hotel indicated that welfare meetings are used to build relationship and 92 percent also indicated that their hotel provides them with annual get- together for them to socialize and strengthen their bonds of friendship. A similar trend is also evident from the responses by respondents from LM hotel. All (100 percent) indicated that their leadership uses annual get-together to bring them all together and build strong ties among them and 89 percent also mentioned staff welfare meetings are used to bring them together in order to build a strong sense of belonging among them. The two hotels all manage to build a strong relationship among their staff and there is therefore a strong sense of belonging among them.

#### **4. Staff Motivation through Recognition for Outstanding Performance**

In hotel establishment, self-esteem is fostered among staff when employees are given recognition for good performance and advancement to hold higher responsibilities (Andrews, 1008; see section 2.6.1). According to Walker and Miller (2010), some ways of recognising staff can also be used to motivate staff by enabling them to self-actualise. For instance, they explain that when hotel employees are given responsibilities and authority, they can self-actualise.

Ninety two percent of respondents from JM hotel indicated that staffs there are recognised for outstanding and good performance. All the respondents (100 percent) from ML hotel overwhelmingly indicated that this is the case at their hotel.

The JM hotel respondents indicated by 92 percent that rewards in form of money or certificate of recognition are what are used to recognise staffs' outstanding performance. A small percentage of 8 percent mentioned promotion as another way in which staffs are recognised for outstanding performance at the JM hotel.

The implication here is that staff recognition is used mainly to build their self-esteem and not really to enable them to self-actualize.

All the respondents (100 percent) from ML hotel indicated only one method as the one that is used to recognise staffs' outstanding performance by management of the hotel. The method they pointed out is the use of money and /or certificates of recognition for outstanding performance. What this means is that ML hotel's management just like the JM hotel's management, uses the recognition for outstanding performance to build the self-esteem to the staff in question, and not enable them to self-actualise. In all these two hotels therefore, staff are not enabled to grow through self-actualisation by being given responsibilities and authority.

The idea that at both hotels self-actualisation is not used to motivate staff was also confirmed through responses to the question that sought to find out if management of the hotels do motivate staff by challenging to rise to the top level of authority and responsibility. All the respondents (100 percent) from the two hotels indicated that this is never the case. In other words the employees at the two hotels are never given opportunities to realise their potentials. In these hotels therefore, there is no sense of shared control of hotel processes between staff and hotel management teams. All decisions come from management. Employees cannot make independent decision. Employee do not grow, are stifled in the growth of their hotel career, and therefore obviously a demotivated lot. When they perform their work it is always under the direct control of their supervisors or management. This shows in the interaction between the employee and customers. This contrary to the view explained by Stranser and Ketz (2002) that employees in the hotels should have ability to stay on task without prompting and that customers are more satisfied with

service interactions when employees have the ability and willingness to overcome problems and adopt their needs (Bitner, Booms and Tetreault, 1990).

### **5. Staff Motivation through Provision of Competitive and Equitable Pay rate**

When employees in hotels are offered competitive and equitable pay rates or competitive benefits packages suited to them, they feel they are fairly treated and they offer the best of their services (Shrock in Walker and Miller, 2010).

In response to the question that required them to indicate if they feel that the pay rate offered at their hotels are competitive and equitable, the majority of them indicated that they feel the pay rates are not competitive and also not equitable. Out of all the respondents from JM hotel, 65 percent indicated that they feel pay rates are not competitive and equitable.

An overwhelming 89 percent of respondents from ML hotel, also indicated that they feel the pay rates that they are offered are not competitive and equitable.

In response to the question that required them to indicate why they feel their rates are not competitive and equitable, the respondents gave reasons that ranged from attitudinal problems on the part of hotel owners to problems within the hotels business environment.

### **JM Hotel responses**

<b>Respondents' (R)</b>	<b>Reasons for their Responses</b>
<b>R3</b>	: The owner is just exploiting us.
<b>R13</b>	: Owners does not value workers.
<b>R16</b>	: We are simply being exploited given the huge amount of work that we do.
<b>R22</b>	: Possession of low qualifications by workers.
<b>R24</b>	: The hotel industry does not generally value hotel workers contribution.
<b>R8</b>	: The hotel is poorly sited hence it gets low revenues from the few guests that patronise it.
<b>R1</b>	: The hotel is not generating adequate revenues due to the stiff competition which it is facing on the market.
<b>R14</b>	: The poor state of the national economy is also affecting the hotel industry.

### **ML Hotel responses**

<b>R4</b>	: Owners do not value workers.
<b>R1</b>	: Due to the hotel being old, it is facing stiff competition from new hotels hence low revenues are generated.

The scenario in the two hotels as regards the fact that the majority employees feel that their pay rates are not competitive and equitable point towards one main thing:

that they are generally unmotivated and unproductive. Such an observation was also made by the International Labour Market Conference in 1995. It was noted that people in tourism industry are highly uneducated, unmotivated, unskilled and unproductive. The reason given for such a situation is that it is due to the unattractive salaries and working hours.

#### **6. Effective Staff Motivation through Presence of Effective Leadership**

As has already been discussed elsewhere above motivated employees are the only factor required for high productivity in the hotel industry.

It is also important to have an effective leader who will influence and support others to work enthusiastically towards achieving objectives (Kainthola, 2009).

In response to the question that required them to show if they feel that their supervisors possess necessary supervisory skills that are manifested through their supervisors' ability to work well with others, JM Hotel respondents on average rated their supervisors highest 4(high) out of 5 (highest). The ML hotel respondents rated their supervisors highest (5) on this ability. This means at both hotels their supervisor possess an ability to work well with others.

On the ability of their supervisors to understand people and their individual problems and feelings, the respondents from both hotels rated their supervisor a high (4). In other words, the employees find their supervisors to possess such ability. They feel understood as individuals and they also feel that personal problems and feelings are understood. This is a positive factor for the workers in the two hotels. As Kainthola (2009) observes once again, it is very important for a leader to have human relations skills the ability to understand people and their individual problems and feelings in order to motivate employees.

On whether they feel that their supervisors possess technical knowledge and expertise relevant to their areas of responsibility, the JM hotel respondents gave an average rate of (3) to their supervisors while ML hotel respondents still gave their

supervisor a high (4) in this area. In other words, JM supervisors have average technical knowledge and expertise relevant to their area of supervisory responsibility, while the ML hotel supervisors have above average technical knowledge and expertise relevant to their area of supervisory responsibility.

Possession of technical skills which relate to job knowledge and expertise by a leader according to Kainthola also motivates employees. Such a thing is what Shrock in Walker and Miller (2010:183) means when he says: “The supervisor should be able to perform the job, not only supervise, manage time and be a good role model”.

With regard to whether the respondents feel their supervisors possess the ability to develop staff capacity to work with minimum supervision, they all (100 percent) rated their supervisors an average (3). This means that they find their supervisors not to have a high ability in this area. This also confirms the reason all respondents from both hotels indicated that they do not feel that their hotels challenge them to rise to the top level of authority and responsibility. Self-supervision is not really encouraged at the two hotels. Authority is centralised. Workers make few, if any, decisions of their own. The problem with such employees in hotels industry is that they are not willing to overcome guest problems and to adopt guest needs. They also do not have an ability to stay on a task without prompting and to work steadily throughout the entire work period (Strauser and Ketz 2002).

#### **4.4 Human Resource Effectiveness from the Perspective of Possession of Capacity to Attain Strategic Goals**

As already discussed above Modern hotels business is all about competence of people especially the employees' qualities. In other words the level of service quality depends on the knowledge and skills of the employees. These employees are the reason for competence and survival of hotels.

They are the ones who are the key to hotels' ability to attain their key goals which is delivering quality service that matches customer expectations. Given the limitations of this where it was not possible to get the perspective of customers in order to

check if the hotel attain the aforementioned goals, the study will use the presence of hotel service quality determinants to check if the hotels are or have potential to attain the goal of delivering quality service to its customers.

The determinants whose presence checked as a way of checking the hotels' potentiality to attain their key goal are firstly, the possession of foreign language skills (particularly English) by the employees. Possession of foreign language skills is very important because without the ability to communicate effectively with international guests, it would be difficult for the hotel staff to deliver the level of quality expected. Again foreign languages help hotel staff to communicate with guest who cannot speak local language.

The second determinant whose presence was checked in the hotels is the possession by workers of knowledge and skills of applied Information and Communication Technology. Such skills are important as they support a wide range of marketing, financial management and operational processes within the hotel businesses. This is as pertinent in the hotel sector as customers prefer pre-communication for reservations and payments.

The third determinant of service quality that was checked was the ability of staff to communicate effectively with guests. Effective communication keeps customer informed in a language they can understand. It also means the ability to listen to customers, and making an effort to understand their needs.

The last determinant of service quality that was checked was the ability of employees to solve guest complaints effectively.

All the respondents from the two hotels rated themselves lowly (2 out of 5) on how they generally possess foreign language skills (particularly English). This means that the hotels are not properly positioned to cater for foreign guests (especially these from North Europe and Northern America) and yet this is where most tourists that visit Tanzania come from.

On the question that required them to rate themselves on how they generally have a working knowledge and skills in Applied Information and Communication Technology. All the respondents from the two hotels rated themselves lowly (2 out of 5). This means that possession of these skills by employees of the two hotels is below average. In this age of Information Technology, no hotel can manage to serve it sophisticated clientele with staff that competence in this area. This might be reason why some of the respondents attributed the fact their hotels are generating low incomes to stiff competition. It is possible that the two hotels are failing to compete favorably on the market due to this weakness.

The response from all respondents from the two hotels to the question that required them to rate themselves on the how they feel they generally possess the ability to communicate effectively with guests indicate that they all feel that they have a below average ability. They all rated themselves at 2 out of 5. Now communication is everything in business, more so, for a service-oriented type of business such as the hotel business. This situation partly explains why the two hotels are generating low revenues to what some of the respondents referred to as dwindling business. Communication enhances accessibility by customers a process that involves approachability and ease of contact. Without this quality, any hotel in business will be operating in the dark. Effective communications with guest, other employees, and other departments of the hotel are paramount in projecting a hospitable image.

On the question that required the respondents to rate themselves on their possession of general ability to solve guest's complaints effectively, they all rated themselves lowly 2 out of 5. Since customers are more satisfied with service interactions when employees have the ability and willingness to overcome problems, the absence of this ability on the part of staff from the two hotels under study means the guests expectations are not met or the service level which they deliver do not match their hotels' guests' expectations.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter shows the summary of findings, conclusions based on the findings of the study particularly the level to which human resources at the two hotels under study can be said to be effective or not, it also include recommendations, limitations and areas for further study. The chapter has two sections. In the first part major issue that the study has found are summarized in more general terms, while in the second part, recommendations have been made.

#### **5.1 Summary of findings**

This study has established that the two hotels, Joel Mabiba (JM) also known as Mbeya Forest Hotel and the Mount Livingstone (ML) Hotel, have very low human resource capacity to enable them to attain their goals as hospitality business organisation. Observations by the internal stakeholders who work at each one of the two hotels that they have low abilities in the critical areas of hotel service delivery, is testimony enough that the hotels cannot deliver quality service that can match their customers' expectations. However these results cannot allow the study to generalize that Mbeya as region is ineffective in human resource in hotel industry; this is also pointed out by (Stake, 1995: 08) that the major concern of case study is particularisation rather than generalization.

The fact that the employee who participated in this study from the two hotels consistently rated themselves lowly in terms of their possession of foreign Language skills (particularly English), in terms of knowledge and skills of applied

Information and Communication Technology in terms of possession of ability to communicate effectively with guest, and in terms of ability to solve guest complaints, is a strong pointer towards the fact that the two hotels lack the human resource capacity required for them to deliver quality service to customers.

In short, the two hotels lack effective human resource capacity to achieve their goals as hospitality entities.

The study has also established that the recruitment practices carried out by the two in terms of the calibre of staff that they employ are effective. The two hotels, especially the JM hotel employs staff who possess a minimum of high school academic qualifications. The same is also the case when it comes to the recruiting of staff with pre – employment vocational qualifications. The JM hotel is so effective in this with the majority of its staff possessing at least entry level certificates in Hotel Management. The case is not so different also with the ML Hotel, since slightly above half of the total respondents had a minimum qualification relevant for hotel work when they were being recruited to work for this hotel.

The study has further established that good human resource management practices that are aimed at having members of staff with relevant skills and knowledge at the two hotels end with or start at the level of recruitment. When members of staff are finally recruited, they are never oriented, trained and developed so that they can have opportunities to acquire new skills and attitudes that can lead to improved guest experiences. What this means is that members of staff never grow and develop in their job. By extension, the performance of the hotel also goes down. The lack of on-going staff programmes is manifested through such instances as having a huge majority of staff at the two hotels not being clear about vision, mission and goal statements of their own organisation. This is also evident in the sense that the majority of the staff at the two hotels are not aware of any baseline measurements that are used to track the impact of their department's performance. Such a situation in the two hotels renders all of them ineffective. The members of

staff cannot help the hotels get to destinations they do not know and they cannot manage processes which they cannot measure.

The study has also established that although there are some good mechanism that are employed to motivate staff at the two hotels, the efforts employed although necessary and relevant are made deficient by lack of corresponding motivational efforts that could bring sustained and high productive performances in the work behaviour of members of staff.

The good motivational efforts that are employed by the hotels to improve the well-being of their staff are such as making sure that they are well informed, involved, and are therefore empowered and motivated since they are provided with definite and adequate means through which they can receive and/or give input to their managers and colleagues.

The other motivational effort that are employed by the two hotels to improve their well-being are such as providing them with free meals when they are at work and also providing them with uniforms. The hotels also provide their staff with information that can help them to safe-guard themselves against work-place safety hazards. This effort is also supplemented by a corresponding effort in which employees at all the two hotels are provided with work-place safety garments such as gumboots, gloves, aprons and hair caps against harm to their health. Such efforts really motivate the staff to give the best to their organizations.

Efforts are also employed by the two hotels to build strong relationship between and among employees for an improved sense of belonging and team-spirit. Annual get-together and welfare meetings are used to bring them all together and build strong ties among them.

Furthermore, the self –esteem of staff at the two hotels is fostered through a system that recognises staff for good performance. At both hotels rewards in form of

money and certificates of recognition are given in lieu of outstanding performance on the part of staff.

The problem however, with the form of motivation used at the two hotels is that they although necessary, they are not enough to enable staff grow through self-actualisation. For instance, at all the two hotels, employees do go through little or no training at all when they are assigned a new task or responsibility. The workers are also not given predictable and manageable opportunities to learn, to grow and to expand their career options. Such a situation does not motivate the workers as they forever have to work at the lower level of their organisational hierarchy and forever under someone's supervision.

Another thing that has been established by the study is the fact the leaderships of the two hotels do not motivate staff by challenging them to rise to the top level of authority and responsibility in their hotel. They are never given opportunities to realise their potential. In such a work environment, work stress caused by interactions with supervisors who are upset about improper work outputs, is forever present.

The majority of workers at the two hotels also feel that their pay rates are not competitive and equitable. Workers are therefore generally unmotivated. Most of them attribute the fact that they find their pay rates to be uncompetitive and inequitable, to the fact that hotel owners do not value them and to the reason that they possess low qualifications.

## **5.2 Conclusion**

The study has expose that although the leaderships of the hotels possess high ability to work well with the other workers, to understand them and their feelings, and that they possess reasonable grasp of technical knowledge and expertise relevant to their areas of responsibility, they do not possess a very convincing ability to develop the capacity of staff under them to work with minimum supervision.

Overall, this study has therefore established that the human resources at the two hotels which were the subjects of this research, JM and ML hotels, lack capacity or are simply ineffective to enable the two hotels to attain goals for which hotels as business set-ups are set to achieve.

The human resource capacity of the two hotels cannot enable the hotels to deliver quality services that can match their customers' expectations.

The study has further exposed the fact that the ineffectiveness in the capacity of the human resources of the two hotels stems from the deficiencies inherent in the human resource management practices employed by the leaderships of the two hotels. As explained earlier under this section that the results of ineffectiveness in the capacity of human resource cannot be generalized, this only gives a picture, it is just exploratory research which shows situation at the two hotels.

It should be noted therefore, that extensive research is needed to be conducted in all districts of Mbeya in order to have a generalized results of either the region's human capacity is effective or not.

### **5.3 Recommendations**

Hotel owners should not take staff training as a cost to their organization; they need to train employees in order to equip them with proper skills and knowledge for them to be competent in the industry. Owners of hotels should take employees as assets because this industry it's all about people serving people, and it takes a happy and motivated employee to make a happy customer.

In order to implement the plans of the National Tourism Policy (1999) and the Tourism Master Plan (2002), of expanding tourism products from Northern circuit to Southern circuit Government should also go hand in hand with improving the quality of education in the country. In this study it is seen that most of respondents with high level education (A and O Levels) cannot speak foreign language, particularly English. This situation is an indicator that most of students who finish secondary school education don't acquire English language.

The study shows that most of the respondents have undergone Hotel Management courses in different Institutes in Mbeya, however they don't possess required skills and knowledge to help them in their daily hotel activities.

Government should therefore work hard improving and introducing tourism training institute within the country and work closely with private institute to know the quality of training they are offering.

Mbeya region management should also bear in mind that, tourism is not all about having good infrastructure like hotels, roads and other services like banks, the most crucial ingredient in tourism industry is also qualified, skilled and knowledgeable personnel. However, this study cannot conclude that Mbeya region race for calling for investors in tourism industry are of no use, because the study has just looked at one component of tourism industry which is hotel sector.

Therefore extensive research should be conducted in order to check other components which make tourism industry, things like tour guides operators, transportations/ travel agents, tourism officer ( information centre) and so many other things which makes tourism industry complete.

## **5.4 Areas for further research**

### **5.4.1 Areas for further studies**

As pointed out in conclusion section that hotel sector is just a single component in tourism industry, therefore research should be conducted in Mbeya to check other the availability of other components of tourism like tour operators/ tour guides, tourism information offices and other things which are necessary for tourism industry.

Kamau (2010), also is of the view that further research should be done in Mbeya City to find out the hindering factors of tourism.

It is also necessary that in future more holistic study should be carried in hotels in Mbeya using multiple data collecting methods to find out the effectiveness of human resource and opportunities which are there for tourism growth.

The study should be conducted to establish the reasons for fear of Government officers which have been shown by management of hotels in Mbeya and to find out on why hotel owners do not want their members of staff to have on-job training.

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## APPENDICES

### APPENDIX ONE

Academic and Vocational qualifications, Area of work, Length of Service, Number of Professional Development Courses Attended for the JM hotel Respondents

No.	Academic qualification	Vocational qualification	Departments	Length of service	Number of professional development courses attended
1	“O” Level	Certificate in Hotel Management	Frontline office	3 years	None
2	“O” Level	Certificate in Hotel Management	Frontline office	3 years	None
3	“O” Level	Certificate in Hotel Management	Kitchen	4 years	None
4	“O” Level	Certificate in Hotel Management	Kitchen	2 years	None
5	“O” Level	Certificate in Hotel Management	Kitchen	3 years	None
6	“O” Level	Certificate in Hotel Management	Kitchen	4 years	None
7	“O” Level	Certificate in Hotel Management	Kitchen	1 year	None
8	“O” Level	Certificate in Hotel Management	Frontline office	1 year	None
9	“O” Level	Certificate in Hotel Management	Frontline office	2 years	None
10	“O” Level	Certificate in Hotel Management	Kitchen	2 years	None
11	“O” Level	Certificate in Hotel Management	Kitchen	2 years	None
12	“O” Level	Certificate in Hotel Management	Kitchen	1 year	None
13	“O” Level	Certificate in Hotel Management	House keeping	4 years	None
14	“O” Level	Certificate in Hotel Management	House keeping	3 years	None
15	“O” Level	Certificate in Hotel Management	House keeping	1 year	None
16	“O” Level	Certificate of Hotel Management	House keeping	2 years	1
17	“O” Level	N/A	Security	3 years	None
18	“O” Level	N/A	Security	2 years	None
19	“O” Level	N/A	House keeping	2 years	None
20	“O” Level	N/A	House keeping	2 years	None
21	“O” Level	N/A	Security	3 years	None
22	“O” Level	N/A	House keeping	2 years	1
23	“A” Level	B. A in Business	Accounts	4 years	None
24	“A” Level	Certificate in Hotel Management	House keeping	1 year	None
25	“A” Level	Certificate in Hotel Management	Accounts	3 years	None
26	“A” Level	Certificate in Hotel Management	Frontline office	2 years	None

## APPENDIX TWO

Academic and Vocational qualifications, Area of work, Length of Service, Number of Professional Development Courses Attended for the ML hotel Respondents

No.	Academic qualification	Vocational qualification	Departments	Length of service	Number of professional development courses attended
1	“O” Level	Certificate in Hotel Management	Frontline office	1 year	None
2	“A” Level	Diploma in Bus. Administration	Frontline office	4 years	None
3	“O” Level	Certificate in Hotel Management	Kitchen	3 years	None
4	STD 7	N/A	House keeping	4 years	None
5	STD 7	N/A	Gardening	4 years	None
6	“O” Level	Certificate in Hotel Mgmt	House keeping	7 years	1
7	“O” Level	Certificate in Hotel Management	Kitchen	8 years	None
8	STD 7	N/A	House keeping	4 years	None
9	“O” Level	N/A	Security	4 years	None

### APPENDIX THREE

#### An Assessment of Human Resource Effectiveness in the Hotel Industry of Mbeya Region: A case of two selected Hotels in Mbeya City.

##### *Questionnaire for Members of Staff*

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###### NOTES ON THE COMPLETION OF THE QUESTIONNAIRE

- If possible, answer all the questions applicable to you.
  - If a question is not applicable to you, please skip to the next question.
  - If questions are itemised, please tick the most appropriate answer. In some cases I ask you to write a number in a space provided (  /  ); circle one of the numbers indicated (1 2 3 4 5); and in others, I leave space for you to write an answer in your own words (.....).
  - Should there not be enough space for your answers, use the additional sheets of paper provided at the end of the questionnaire.
  - Please, answer each question as accurately and as frankly as possible, without trying to guess.
- 

#### **Personal Details and other Preliminary Information**

- 1) Job title:.....
- 2) Sex: Male  Female  (*tick one*)
- 3) Year in which you joined the hotel: .....
- 4) Academic qualifications you possess:
  - Primary school drop-out  (*Indicate STD you dropped-out...*)
  - Primary School Leaving Certificate
  - Secondary school drop-out  (*Indicate form you dropped-out...*)
  - 'O' Level Certificate

High school drop-out  (*Indicate form you dropped-out...*)

'A' Level Certificate

5) In the space provided, state the professional qualifications you had (before joining this hotel) and the specialised areas in which you obtained these qualifications:

Certificate(s): i..

.....

ii.....

iii.....

Diploma(s) :

i.....

ii.....

iii.....

Degree(s) :

i.....

ii.....

iii.....

Other :

i.....

ii.....

iii.....

6) While working for this hotel, when did you last attend a training course in your area of job specialisation?

.....

7) i. Since you joined this hotel, how many job-related courses have you attended?

.....

ii. What aspects of your job have been covered by the job-related training courses you have attended?

.....  
.....  
.....  
.....

**Induction/ Orientation**

8) a. Did you go through a systematic induction process when you joined this hotel?

i. Yes

ii. No

b. If yes for (8.a), do you feel the induction process you went through thoroughly helped you to settle down well in your job?

i. Yes

ii. No

c. If no for (8.a), do you feel a systematic induction process could have helped you to achieve the following?

(Tick all the appropriate responses)

- Improve your instructional effectiveness
- Encourage you to settle down in the job through Provision of support and assistance
- Promote your professional and personal well- being
- Know the organizational and departmental culture
- Clarify the hotel hierarchy
- Familiarize you with your job description
- Familiarize you with the hotel's policies and procedures
- Introduce work resources to you
- Help you identify critical deadlines
- Help you identify performance checkpoints
- Familiarize you with the hotel and departmental strategic direction
- Properly introduce you to co- workers

- Others (state)

.....

.....

.....

d. During your induction, were you attached to a mentor?

i. Yes

ii. No

d. Were you being given performance feedback along with recommendations on corrective action during your induction?

i. Yes

ii. No

**Motivation**

9) Read each question and place a check in the column that best describes you. Check “frequently” if the statement is true 70 percent or more of the time. Check “Sometimes” if the statement is true 40 percent to 69 percent of the time. And check “Rarely or never” if the statement is true 39 percent or less of the time.

**Circle** one range of numbers

**FrequentlySometimesRarely/Never**

**1. Continuous Training**

1. Do you feel that you have all necessary skills and competencies to perform your job?      **70%+**      **40-69%**      **39%-**

2. When you are assigned a new task or responsibility, do you receive adequate training?      **70%+**      **40-69%**      **39%-**

3. Are you in the department, given predictable and

Manageable opportunities to learn, grow, and

Develop to expand your career options?    70%+    40-69%    39%-

**II. Empowerment**

1. You are so clearly aware of what resources are available in your work area of the hotel?

Yes

No

2. a. You are clearly aware of any baseline measurements used to track the impact of the department's performance?

Yes

No

c. If you have answered yes for (2. a) above, in the space provided below mention some of the baseline measurements used in your area of work in the hotel to track its performance?

.....  
.....  
.....

3. a. How does the leadership of your department get feedback and input from you? (*tick appropriate box*)

- Meetings
- Memos
- Head of department/ supervisor comes to your working area.
- Telephone
- E – mail
- Others                    (*state                    in                    space                    provided*)

.....  
.....  
.....

.....  
.....

b. The department has definite times for holding departmental meetings?

Yes

No

d. If no for (3.b) above, do you feel regular departmental meetings or conferences would help keep everyone up to date on current issues?

Yes

No

4. Are you provided with any of the following? Tick appropriate box below

-Free meals

(Meal allowances)

-Uniforms

-Staff accommodation

(Staff rent allowance)

-Other (state): .....

5. a. Are you informed about how you can protect yourself against any of harm to your health?

Yes

No

b. If yes in 5. (a) above in the space provided below, state some methods through which you protect yourself against harm to your health.

6. Are there any deliberate efforts that are employed to build strong relationship among staff at your work place? (Tick appropriate box below).

-annual get together

-sports events

-welfare meetings

-others (state in the space provided):

.....  
.....  
.....

7. a. Does the organization recognise staff for outstanding (good) performance ?

Yes

No

b. If yes for (7. a) above, in what way does the hotel reward good performance by staff? (Tick appropriate box)

- Promotion

- Salary increment

- Giving special awards

E.g. money/ trophies

- Others (state in the space provided below)

.....  
.....

8. Do you feel that your hotel challenges you to rise to the top level of authority and responsibility?

Yes

No

9. Are you so clear about the following as they relate to your work?

(a) The hotel's vision – Yes  No

(b) The hotel's mission statement- Yes  No

(c) The hotel's goal statement- Yes  No

10. Do you feel that you are provided with the necessary help whenever you need it to perform your duties properly?

Yes

No

11. As your career ladder, within the hotel, so clear to you?

Yes

No

12. a. Do you feel that the pay rates at your hotel are competitive and equitable?

Yes

No

b. If 'No' for (12.a) above, in the space provided below, explain why you feel the pay rates are not competitive and equitable.

.....  
.....  
.....

13. a. Do you feel that you are provided with the following, at your workplace:

a. A pleasant work environment Yes  No

b. A safe work environment Yes  No

c. If you have answered 'No' for any of the situations in (13.a) above, in the space provided below, explain why you feel it is not the case.....

.....  
.....

14. Rate the following abilities from 1 (low) to 5 (high) according to how you feel they are possessed and are utilised by your supervisors:

- Possession of ability to work Well with others 1 2 3 4 5
- Ability to understand people and their individual problems and feelings. 1 2 3 4 5
- Possess technical knowledge and (expertise) which are relevant to their Area of responsibility. 1 2 3 4 5
- Develop an ability in staff under Their charge to work with minimum Supervision (independently). 1 2 3 4 5

15. Rate the following skills from 1 (low) to 5 (high) according to how they are generally possessed by members of staff of your hotel, (circle one).

- Foreign language skills (particularly English, Then other languages such as French and Spanish) 1 2 3 4 5
- Possession of a working knowledge and skills in Applied Information and Communication Technology (computer, internet based communication) 1 2 3 4 5
- Ability to communicate effectively with guests 1 2 3 4 5
- Ability to solve guests complaints effectively 1 2 3 4 5

**QUESTION (16) BELOW IS STRICTLY FOR FRONTLINE OPERATION STAFF**

16. Rate the following skills from 1 (low) to 5 (high) according to your mastery of them or the competence level you have on each one of them.

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| - Proficiency in at least one foreign Language, particularly English.                      | 1 | 2 | 3 | 4 | 5 |
| - Management skills (task or organizational Management)                                    | 1 | 2 | 3 | 4 | 5 |
| - Technological skills (communication Technology- internet, fax, photocopy, Computer, etc) | 1 | 2 | 3 | 4 | 5 |
| - Customer care skills   | 1 | 2 | 3 | 4 | 5 |
| - Report writing skills  | 1 | 2 | 3 | 4 | 5 |
| - Oral presentation of reports   | 1 | 2 | 3 | 4 | 5 |
| - Problem solving skills   | 1 | 2 | 3 | 4 | 5 |
| - Ability to facilitate Communication between guest and Relevant departments               | 1 | 2 | 3 | 4 | 5 |
| - Ability to answer guest inquiries about Hotel service and other information              | 1 | 2 | 3 | 4 | 5 |

**QUESTION (17) BELOW IS STRICTLY FOR CATERING STAFF**

17. Rate the following skills from 1 (low) to 5 (high) according to your level of competence in each one of them.

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| - Proficiency in at least one foreign Language, Particularly English. | 1 | 2 | 3 | 4 | 5 |
| - Communication skills  | 1 | 2 | 3 | 4 | 5 |
| - Ability to prepare local foods                                      | 1 | 2 | 3 | 4 | 5 |
| - Ability to prepare international dishes                             | 1 | 2 | 3 | 4 | 5 |
| - Skills in food hygiene and sanitation                               | 1 | 2 | 3 | 4 | 5 |
| - Skills in food costing  | 1 | 2 | 3 | 4 | 5 |
| - Skills in food purchasing   | 1 | 2 | 3 | 4 | 5 |
| - Skills in food stock management (Food stores management)            | 1 | 2 | 3 | 4 | 5 |

- Skills in food presentation 1 2 3 4 5
- Skills in personal presentation and hygiene 1 2 3 4 5
- Skills in menu design 1 2 3 4 5
- Skills in food and quality management 1 2 3 4 5

### Team work

Please circle the number that indicates the degree to which you feel the following Characteristics are descriptive of the area of your work in the hotel.

Circle the number that indicates the degree to which you feel each characteristic is important to the functioning of the department.

CHARACTERISTICS	DESCRIPTION				
	Never	Seldom	Sometimes	Usually	Always
1. Informality. The atmosphere tends to be informal, comfortable and relaxed. There are no obvious tensions or signs of boredom.	1	2	3	4	5
2. Participation. There is a lot of Discussion in which virtually Everyone participates, but it remains Pertinent to the tasks of the department	1	2	3	4	5
3. Consensus. Most decisions are decisions by consensus.	1	2	3	4	5
4. Open communications. Members feel free to express their feelings on the tasks as well as departmental operations. There is very little hedging and there are no hidden agendas.	1	2	3	4	5