

The Catalytic Role of Hotel Industry in Human Resource Development in Calabar, Nigeria

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Abstract

This paper attempt to examine the role of hotel industry in human resource development in Calabar. Information on the types of human resource development offered by the hotel industry were obtained in the various categories of hotels. However, information such as staff training, tax to government, employment, monthly remuneration to staff which were variables used to model the role of hotel in human resource development were obtained from the various hotels. The socio-economic characteristics of the staff were obtained using questionnaires. However, findings revealed that the hotel industry has contributed to human resource development in Calabar as evidenced in the number of staff trained, annually tax remittance to government by the hotel industry for human resource development which was confirmed in the tested hypothesis with a high calculated value. Therefore, adequate measures must be put in place if really the hotel industry must play a catalytic role in human resource development in Calabar.

Keywords: Catalytic, Development, Hotel Human resources, Industry

Introduction

In recent times, there is a rapid change in order to catch up the races, making the best use of the personnel's abilities became of tremendous significance in any organization, it is on this note that human resource development needs to be carefully considered and implemented in any organization. So as the organization to be able to meet with the implications of globalization, technology changes, workforce diversity, changing skill which are capable either to collapse or ensure effective organizational process (Farhad, 2007). Today, staff training is one of the important aspects of human resource development that has aided the effective functioning of any organization in the world, just like the popular quotation, "Give a person a fish and yam feed him for a day (McClelland, 2002). The development of the hotel industry has been rapid and wide spread in the last half century. Hotel business is important service industry in most countries of the world, especially those attracting a large tourist trade. The industry is making heavy investment in new facilities for already existing hotels , including more parking areas, swimming pools and more new buildings with larger guest rooms being constructed. Accordingly, Gray and Liquor (2004), in their attempt to provide a definition of hotel opined that the word hotel is derived from the French word meaning host, which referred to a French version of a "town house" or any other building seeing frequent visitors, rather than a place offering accommodation. In recent times, the World Tourism Organization (WTO, 1998) estimates that the world hotel room inventory grows by about 2.5 percent per annum. It was observed that in 1999, WTO (1998) estimated that there were about 12.2 million rooms worldwide. According to World Tourism Organization (WTO) occupancy rates vary, but they average about 65 percent overall. Baum (2003) in his opinion view hotel as an establishment that provides paid lodging, usually on a short term basis. He further stresses that the provision of basic accommodation, in time past consisting only of room with a bed, a cupboard, a small table a washstand and currently rooms have been replaced with modern facilities, such as "en-suite bathrooms", air conditioners or climate control. Constitute a hotel room to include telephone, an alarm, a television , internet connectivity, while snack foods and drink may be supplied in a mini bar and facilities for making hot drinks. However, the empirical findings of Armstrong (1992) is based on the fact that the main aim of human resource development in an organization is to achieve organizational objectives through effective utilization, training and development of the employees. He further stress that human resource development is targeted to motivate employees and make the best use of employees' abilities and potentials in order to increase productivity and economic returns In Nigeria hotel industry has play a catalytic role in tourism activities and at the same time has aided human capacity development through employment, training, income and recent generation (Okon, 2006), in Cross River State, the rate of tourist influx in Calabar has aided the emergence of numerous hotels which has resulted in human capacity development to service the industry (Larry, 2005). Today, inspite of the high amount of investment made by both private and government in the hotel industry, the rate of human resource development seem not to be felt in the state as does employed in the hotel industry still remain in the state of poverty. Besides, majority of does employed seem not to attained any form of education and even when does that have managed to have

attained formal education, the industry seem not to further exposed them to any training or empowered them so as to better their standard of living which is the bases of this research to assess the extent to which the hotel industry has contributed to human resource development in Calabar with specific reference to evaluating the extent to which the hotel industry in Calabar has aided human resource development through staff, remuneration to hotel staff, income generation and employment generation.

Methodology

This research is focused on assessing the catalytic role of hotel industry in human resource development in Calabar, Cross River State. Information were collected using both primary and secondary sources. However, information on types of human resources development were obtained from each category of hotel, tax remittance to government for human resource development were obtained from ministry of tourism bureau while income generation, employment level and remuneration to staff in the hotel industry were obtained from the various hotel records. More so, the one hundred and twenty seven hotels were selected for this work of which they were categorized into four categories which include No star, One star, Three star hotel based on the level of facilities and service delivery of each hotel. Furthermore, seven hundred copies of questionnaire were administered to staff in the various hotels to capture the socio-economic characteristics of the hotel staff. Nevertheless, one hypothesis was stated which try to assessed whether or not there was mean variation in the annual tax remittance of hotel industry to the state government for human resource development in the area.

Literature review

Human resource development has assumed considerable importance in tourism industry as it has been recognized as contributing overall effectiveness, It is now widely acknowledged that human resources play an important role of the success of the human resources. Organizations need to utilize their human resources effectively to provide high quality service to their customers and to improve productivity and hence profitability In a labor intensive industry such as hospitality, the effective utilization of human resources can give a hotel a competitive advantage, hotels being understanding, being in front, and being genuine Ross (1995). Total Quality Management (TQM) has become popular in the hospitality industry (Baldacchini, 1995). Competencies thus provide the common linking pin which will run through all the HR systems and provide objective data regarding an individual's behavior. Competency based training focus on imparting specific competencies to perform present and future role and identification of competencies. Competency based succession planning identifies the competency requirements for critical roles, asses to candidate's competencies, and evaluates possible job- person matches. The hotel industry today is a diverse composite of ownership pattern, varying management structures and which offer a variety of services. However the basic product which is the room-nights remains the same (Math & Raheja, 2001). The great task and responsibility of Department of Tourism Govt, of India is to develop and improve the human resource skill and efficiency through providing proper training and guidance (Bhardwai & Choudhary, 1997). Non-availability of good tourism institutions and the lack of adequate funds are the main obstacles to improve the quality of human resources in the tourism sector of ASEAN countries (Chib, 1989 to the fresher and employees to help in improving their expertise and competencies (Negi, 1990). Tourism and hotel management course is of vital importance in developing right kind of manpower which in turn can make better planning and bring required professionalism to tourism and hotel industry, (Bhardwaj 2002). Tourism industry needs educated, well-trained, bright, energetic, multilingual and entrepreneurial skill to manage the tourism business (Rebecca, 1998), Tourism industry not only provides better career advancement but also helping quality of work life (QWL) of its people (Dexter, 1995). The hospitality management education system is a continuous and lifelong process, (Christou, 1999). Three pronged approach to due to sudden change in many developing countries (Charlotte & Echtner, 1995). Training method and tools in tourism sector are traditional and outdated, (Harris & Cannon, 1995). The conference report on human resource development of (Jafar & Turgut, 1994) devised and put into practice "train the trainer" and "educate the educator" programs. Each company in UK tour operating industry should contemplate the creation of a training package that would be more comprehensive, structured and based on the needs of individual operators at all levels (Collins, et.al. 1994). It is essential for corporate travel managers to educate themselves and their staffs on an ongoing basis by attending seminars, reading the trade press materials and meetings other corporate travel managers (James, 1990). The requirement of skilled and efficient human capital creates a serious threat to the future competitiveness of the Indian tourism industry (Singh, 1997). Capacity control, Safety and Security, Assets and Capital, Technology and New management are the driving forces to change the shape of hospitality industry in India (Olson et.al. 2001). However, many researchers have been conducted with respect to tourism and hotel industry in human resource development but none has x-ray the above issue in the context of Calabar, Cross River State which is what this work intend to bridge the gap in the literature

Findings

The human resource development

The types of human resource development offered by the hotel industry presented in table 1 revealed that over two hundred and one staff were trained in the various categories of hotels as a means of human resource development. It was observed in table 1 that 56.52% hotel staff were trained by three star hotel in various field followed by two star hotel with a value of 29.48% while one star and no star hotel were on the least side with a values of 11.3% and 2.64%. However, table 1 indicated that over 23.53% and 22.43% hotel staff were trained on-the-job and as hotel service and administration while other staff were trained in other aspect such as apprentice, certificate and language. Nevertheless, table 1 show that out of two thousand one are manpower provided by the hotel industry, three star has significantly contributed to human resource development with over one thousand and thirty one staff have undergone several form of training while in the job

Table 1: Types of human resource development in the hotel industry (2011-2002)

Types of HRD	Categorization of hotels and no trained				Total	Percentage
	No star	One star	Two star	Three star		
Apprentice	10	20	107	97	234	11.69
Certificate	2	10	95	201	308	15.39
Simulation	1	5	81	97	184	9.19
One-the-job	12	101	51	307	471	23.53
Language	5	25	38	88	156	7.79
Hotel service and administration	11	21	143	274	449	22.43
Cross training	12	45	75	67	199	9.94
Total	535	227	590	1131	2001	100
	2.64*	11.34	29.48**	56.52***		

Source: Field survey, 2012.

The tax remittance by hotel industry

The tax remittances by the hotel industry to government for human resource development presented in table 2 show that over 81,707,000 income was generated which was used as tax by the state government from the hotel industry for human resources development in the state. However, it was observed that in 2010 the hotel industry recorded over N40,063,550, 000 as tax to the state government for human resource development. Besides, it was also observed that there was a gradual fluctuation in revenue generation from hotel industry by the state government as evidenced in 2011 and 2012, this could be as a result of low patronage in the hotel industry which affirmed the empirical findings of (Aniah, 2009) on his investigation of ecotourism patronage in Cross River State. However, table 2 show that 2009 and 2012 recorded the least tax paid by the hotel industry to the state government for human resource development in Calabar. It is important to note that the income paid by the hotel industry to the state government was basically used by the government for scholarship and employment as a means of human resource development.

Table 2: hotel industry remittances to government as tax for human resource development

2008	2009	2010	2011	2012	Total
3,431,345.00	4,531,251.00	4,901,350.00	3,501,210.00	4,031,211.00	24,012,117.00
3,212,351.00	4,250,734.00	6,051,250.00	4,935,250.00	3,213,250.00	23,171,866.00
6,341,102.00	4,340,815.00	5,821,567.00	6,131,256.00	4,301,357.00	33,376,629.00
5,945,489.00	3,025,347.00	5,987,953.00	5,356,755.00	3,132,242.00	29,579,996.00
5,634,379.00	2,525,234.00	7,946,205.00	4,345,435.00	2,421,534.00	30,113,982.00
5,933,978.00	7,569,959.00	9,353,249.00	6,351,678.00	5,583,398.00	41,452,410.00
30,520,648.00	26,245,243.00	40,063,580.00	30,623,591.00	22,685,100.00	181,707,000.00

Source: Field survey, 2012.

In order to confirm the stated hypothesis which state that there is no significant difference in the annual remittances of hotel industry income to the state government for human resource development. The result in table 3 indicates that the calculated F-value of 2.97 greater than the tabulated F-value of 2.49 at .05 level of significance. This result implied that, the annual remittance from hotel industry significantly varies annually in Calabar through it variation does not seriously influenced the hotel industry in human resource development in the area

Table 3: Analysis of variance of annual remittance of income by the hotel industry

Source of variation	SS	Df	MS	F-value
Between group	321E+13	5	6.4218	
Within group	1.12E+14	36	3.1005	2.97
Total	1.44E+14	41		

Source: Data analysis, 2012.

The estimated income

The estimated income generated by the hotel industry presented in table 4 show that there was high fluctuation in income generation by the hotel industry between 2008 to 2012. It was observed that in 2008 and 2009 majority of the hotels recorded an annual income of N60,000 to N100,000 which show 27.56% and 30.70% of the total income generation by the hotel in the two years. More so, the same amount generated fluctuation in 2011 and 2012. Furthermore, it was noticed in table 4 that the rate of income generation reduced drastically in all the years as evidenced in the number of hotels that generate income up to N360,000 and above as indicated in the table below which shows a drastic reduction in the income generated by hotel industry.

Table 4: Estimated income generated by hotel industry (2008-2012)

Estimated income generation	Annual income generation in hotel industry									
	2008	%	2008	%	2011	Percentage	2011	Percentage	2012	Percentage
60,000-100,000	35	27.56	39	30.70	26	20.47	38	29.92	15	11.81
110,000-150,00	15	11.81	17	13.38	19	14.96	23	18.11	21	16.53
160,000-200,000	14	11.02	12	9.44	17	12.39	21	16.63	11	8.66
210,000-250,000	27	21.36	23	18.11	37	29.13	18	14.17	37	29.43
260,000-300,000	14	11.02	21	16.53	10	7.87	9	7.08	17	13.38
310,000-250,000	15	11.81	10	7.87	13	10.24	7	5.51	21	16.53
306,000 and above	7	5.51	5	3.93	5	3.93	11	8.66	5	3.93
Total	127	100	127	100	127	100	127	100	127	100

Source: Field survey, 2012.

Employment generation in hotel industry

The level employment generated by various categories of hotels show that two thousand eight hundred and seventy one workforce were employment in the hotel industry between 2011 to 2012 which means that in 2011 over 179% of skilled manpower were employed while 91% were employed in 2012 in the hotel industry. Accordingly, over 33.65% of unskilled manpower were employed in 2011 while 29.21% unskilled manpower were recorded by the hotel industry in 2012. More so, the ratio of employment in the hotel industry show that 1.05% of males were employed in 2011 while 87.66% were employed in 2012. However, this indicate that males were more employed in the hotel industry as compared to females with values of 2011, 34% and 2012 23.34% respectively. This result show that the hotel industry provided more opportunities for males in terms of human resource development with respect to employment generation in the industry.

Table 5: Employment level in the various categories of hotels

s/n	Categorization of hotels	No. of staff		No. of skill		No. of Unskilled		Sex distribution			
		2011	2012	2011	2012	2011	2012	2011	2012	2011	2012
1.	No star	5578	4401	3399	2201	1179	1134	4406	2205	1172	1103
2.	One star	3371	3311	883	771	2288	2273	770	663	3301	2271
3.	Two star	228	2265	776	669	2210	2219	881	775	2204	1161
4.	Three star	3395	2273	1103	992	2292	2215	993	881	3302	1137
	Total	1629	1250	5161	2633	969	841	3050	25.24	979	672
				**179	*91	33.65	29.21	105	87.66	34	23.34

Source: Field survey, 2012

Remuneration to hotel staff

The monthly remuneration paid to staff by the various categories of hotels presented in the various

categories of hotels presented in table 6 show that a minimum of N30,000 was paid to skilled staff as compared to N24,400 to unskilled staff. Furthermore, a maximum of N34,180 was paid to unskilled staff. Accordingly, it was also noticed that N108,580 was part of hotel industry contribution in human resource development. This show that most of the hotel staff have used the remuneration paid to them by the hotel industry to established other business that enhances their standard of living. However, it was observed that the remuneration provided by three and two star hotels have contributed significantly in human resource development, this evidence was reflected in the remuneration paid to their staff which show a value of N37,000, N27,380 as against “No star and One star” with values N17,900 and N26,399 respectively.

Table 6: Monthly remuneration paid to staff in the various categories of hotels (2011-2012)

Categorizations of hotels	Minimum salary paid to skilled staff ₦	Minimum salary paid to unskilled staff ₦	Maximum salary paid to skilled staff ₦	Maximum salary paid to unskilled staff ₦	Total Remuneration to staff
No star	4800	3900	5000	4200	17900
One star	7500	5300	8500	5000	26300
Two star	9000	5700	9380	5300	27380
Three star	9000	9500	11300	7200	37000
Total	30300	24400	34180	21700	108580

Source: Field survey, 2012

Socio-economic characteristics of hotel staff in Calabar

The socio-economic characteristics of the hotel staff presented in table 7 indicate that over 53.57% of the staff employed in the hotel industry where male while 46.54% were female. Furthermore, it was observed that most of the hotel staff were does that have attended secondary and tertiary institutions as observed in the table with a value of 42.14% and 57.85% respectively

Besides, majority of the hotel staff are students and traders which show that most of hotel staff are part time workers and belong to age group of fifteen to thirty years.

Table 7: Socio-economic characteristics of hotel industry in Calabar

s/n	Sex	Frequency	Percentage
A	Male	375	53.57
B	Female	325	46.42
	Total	700	100
s/n	Education	Frequency	Percentage
A	Primary school	0	0
B	Secondary school	295	42.14
C	Tertiary	405	57.85
	Total	700	100
s/n	Occupation	Frequency	Percentage
A	Traders	269	44
B	Unemployed	55	7.86
C	Civil servants	308	9.71
D	students	68	38.43
	Total	700	100
s/n	Age (years)	Frequency	Percentage
A	1-15yrs	28	4
B	15-25yrs	292	41.71
C	25-35yrs	225	32.14
D	35 and above	155	22.14
	Total	700	100

Source: Field work, 2012

Recommendations

Today, the growing rate of hotel industry in Calabar has contributed little or not in human resource development. Therefore, this work recommends the following if the hotel industry must served as a catalyst for human resource development in Calabar.

- The government must reduce the rate of taxation on hotel industry so as to enable the industry provided the need programme that would enhanced human resource development

- The government and other stakeholders in the industry must provide a framework that would ensure tourism related activities all year round. This would help hotel industry to maintain a stability in income generation which will be used in human resource development
- The hotel industry must ensure that their staffs are properly trained in hotel management so as to enable their staff provide the needed services to visitors especially tourists.
- The hotel industry must make sure that their staff are well paid. This would help to boost their sustainability and their well being.

Conclusion

The development and the emergence of hotel industry in Calabar is predicated upon the presents of tourism potentials and the introduction of the big cultural festival events in Calabar, Cross River state. This study has shown that the hotel industry has a major role to play in human resource development as evidenced in the types of training offered by the hotel industry, annual income remittances by the hotel industry to government, employment generation and the remuneration paid to hotel staff which is used to enhance their wellbeing. Therefore, all the stakeholders in the industry must provided a framework that would ensure the hotel industry to provide the needed services to the people

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