

## **HUMAN RESOURCE DEVELOPMENT AND CHANGE MANTRA: TOURISM IN FOCUS**

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### **ABSTRACT**

*The paper examines human resource development and the change mantra: tourism in focus. Human resource development require the direction, improvement and management of individual and organization, the success and failure of any organization is determined by the quality of manpower such organization has. It reveals the way attention is paid to human resource development in tourism industry. It also identifies manpower development, training and how it can help meet an organizational set goals and it shows how human resource development can contribute to the development of tourism industry. Structured questionnaires were used for data collection. Data collected were analyzed using chi - square analysis. Results showed that training and developments of human resources in tourism sector is a key factor to growth of the industry and also bring about job efficiency and effectiveness of staff. Based on the results of the study, it is recommended that the management in tourism industry should make more effective use of interview during recruitment drives to discover the specific needs of potential employees.*

**Keywords:** Development, Human, Resource, Tourism, Training

## Introduction

The importance of tourism employment in both developed and developing countries is attested to by the World Travel and Tourism Council (WTTC, 2000) which suggested that travel and tourism related activities accounts for over 230 million jobs or 8.7 percent of jobs worldwide. The basic aim of establishing an organization is to achieve a set objective, these objectives when accomplished leads to the effectiveness and efficiency of the organization. For this goal to be realized, Hicks (2005) explained three major elements that are involved; they include human resources, non-human resources and time. Base on the above facts, by the history of management sector scientist is seen to be most important factor. Image, (2005) observed that in early stage of management human resources were not adequately taken into account like the current time. The success and failure of any organization is determined by the quality of man power such organization has. The continuing growth of world markets, increased by availability of management and technological know-how in different countries, advance in telecommunication , political and economic integration are just some of the globalization of tourism industry.

Human resources development is a key functional aspect of human resource management and encompasses the complementary process of training and developing personnel for or in organization. According to Delahaye (2003), human resources development requires the direction, improvement and management of individual and organization.

Appleby (1981) defines human resources planning as an exercise that seek to maintain and improve an organization's ability to achieve corporate objective by developing strategies with contribution of manpower. Human resources planning or manpower planning is like other aspect of management planning such as material and financial planning. It is a process that involves four basic operations;

(1) Forecasting future manpower: there is need to forecast the personnel requirements of the component units bearing in mind the estimated growth of the organization. It uses current manpower level as a basis for the forecast that will satisfy the future manpower requirements of the organization.

(2) Developing the available human resources so as to make them more useful to the current personnel or work place of an organization.

(3) Implementing the necessary policies that would facilitate availability of needed manpower. This could be in stepping up staff development or recruiting new ones in the case of organizations. At the national level, it could involve educational policies such as free universal primary education or free tuition fees in schools.

Sunday, (2015) defines Human Resources planning as an effort by an organization to have the required number of right skills at the relevant positions doing the right jobs for which they have been employed, so that organizational goals would be achieved at minimum cost. It involves availability of the quantity and quality of needed personnel. Its aim is to construct a

strategy that would make available consistently the human skills needed for meeting the social, political and economic development at the national and the organization levels.

Training and development of employees represents an investment in human resources aspect of the business which brings long-term benefits to the business. So many business men or women think that human resource training and development is a total waste of resources. They tend to use human resource as they are and that is where they miss the whole thing. They fail to understand that business environment is dynamic and uncertain and changes are taking place almost on daily basis and for employees to perform their responsibilities effectively, they must update their knowledge and skills even on a continuous basis.

Training is defined as any learning activity which is directed towards the acquisition of specific knowledge, skills, attitudes and information needed to perform a specific or particular task or job. The forces of training are the improvement of job or task, a training needed to have efficiency and safety in the operation of a particular machine or equipment.

Development on the other hand, is the process whereby managers or potential managers acquire the necessary experience, management skills and attitudes to function successfully as managers and to progress with the organization

### Presentation And Analysis Of Data

To present a critical report based on human resources development and the change mantra: tourism in focus, questionnaires were administered. The collected questionnaires were analyzed and the results presented. As indicated in the table below, out of a total number of sixty [60] questionnaires administered, fifty-one [51] were completed and returned, the other nine [9] were withheld. The analyzed data was therefore based on fifty-one [51] successfully marked and returned questionnaires. Chi square analysis was used in analyzing the data.

**Table 1**

#### Hipotesis

Ho : Number of questionnaires returned are not significant

H1 Number of questionnaires returned are quite significant

at  $\alpha = 0.05$  [ level of significance ]

Responses	Observed frequency O	Expected frequency E	$\frac{(O - e)^2}{e}$
Returned	51	30	14.7
Not returned	9	30	14.7
			$\chi^2_{cal} = 29.4$

Nm  $\chi^2_{1, 0.05} = 3.84$

Since  $\chi^2_{cal} = 29.4 > \chi^2_{1, 0.05} = 3.84$ , we reject Ho and conclude that the number of returned questionnaires is quite significance .

Table 2

Ho : The employees do not feel fulfilled in their job

H1 : The employee feel fulfilled in their current job

Reponses	Observed frequency [ O ]	Expected frequency [ E ]	$\frac{[O - e]^2}{e}$
Yes	38	17	25 . 94
Partial	10	17	2 . 88
Not at all	3	17	11 . 52
Total	51		$\chi^2_{cal} = 40 . 34$

$$\chi^2_{2,0.05} = 5.99$$

Since  $\chi^2_{cal} = 40.34 > \chi^2_{2,0.05} = 5.99$ , we reject Ho and conclude that the employees feel quite fulfill in their current job

**Table 3**

Ho: Respondents' fulfillment conditions are the same

Hi: Respondents' fulfillment conditions are not the same

Condition	Observed frequency [ O ]	Expected frequency [ E ]	$\frac{[O - e]^2}{e}$
Personal Advancement	14	10.2	1.416
Condition of work	8	10.2	0.475
Job .security	8	10.2	0.475
Financial fulfillment	10	10.2	0.004
All of the above	11	10.2	0.063
Total	51		$\chi^2_{cal} = 2.433$

at  $\alpha = 0.05$

$$\chi^2_{4,0.05} = 9.49$$

Since  $\chi^2_{cal} = 2.433 < \chi^2_{4,0.05} = 9.49$ , we do not reject Ho and conclude that the respondents fulfillment perspective are the same.

**Table 4**

**H<sub>0</sub>:** Human resources development are not useful for sustainable tourism

**H<sub>1</sub>:** Human resources development are useful for sustainable tourism.

Reponses	Observed frequency [ O ]	Expected frequency [ E ]	$\frac{[O - e]^2}{e}$
Yes	49	25-5	21.657
No	<u>2</u>	25-5	<u>21.657</u>
<b>Total</b>	<b>51</b>		$\chi^2_{cal} = 43.314$

$$\chi^2_{1,0.05} = 3.84$$

since  $\chi^2_{cal} = 43.314 > \chi^2_{1,0.05} = 3.84$ , we reject H<sub>0</sub> and conclude that the human resource development are very useful for sustainable tourism.

**Table 5**

**H<sub>0</sub> :** Organization do not attach much value to human resource training and development.

**H<sub>1</sub> :** Organization attaches much value to human resource training and development.

Reponses [variable]	Observed frequency [ O ]	Expected frequency [E]	$\frac{[O - e]^2}{e}$
Yes	46	25.5	16.480
No	5	25.5	16.480
Total	51		$\chi^2_{cal} = 32.96$

$$Nm \chi^2_{1,0.05} = 3.84$$

Since  $\chi^2_{cal} = 32.96 > \chi^2_{1,0.05} = 3.84$ , we reject **H<sub>0</sub>** and conclude that organization's value of human resources training and development is quite significant.

**Table 6**

**Ho:** Organizations do not frequently engage in human resource development.

**H1:** Organizations engage in human resource development frequently.

Reponses	Observed frequency [ O ]	Expected frequency [E ]	$\frac{[O - e]^2}{e}$
Every 6 months	2	12.75	9.064
Every year	17	12.75	1.417
Every 5 years	31	12.75	26.123
No fixed time	01	12.75	10.828
Total	51		$\chi^2_{cal} = 47.432$

Nm  $\chi^2_{3,0.05} = 7.81$

Since  $\chi^2_{cal} = 47.432 > \chi^2_{3,0.05} = 7.91$ , We reject Ho and conclude that organizations engage in human resource development frequently.

**Presentation of Major Findings**

Based on the presentation, analysis and interpretation of data, the researcher was able to come up with the following findings:

- [1] The researcher finds out that training and development of human resources is a key factor to sustainable tourism industry.
- [2] The researcher also finds out that training and development of human resources have positive and great impact in the overall achievement of the organization’s set goal and objectives.
- [3] The researcher discovered that human resource development has brought about employees’ effectiveness and efficiency.
- [4] The researcher came to know that the organization frequently engage in training and development of human resources.
- [5] The researcher also came to know that it is the responsibility of the organization to provide essential working conditions that are pleasant and safe for employees to be motivated and productive.

**STUDY AREA**

Idah Local Government Area of Kogi State is the oldest in Igala land. It was created in 1967 out of the Igala native authority {NA} by military regime under General Yakubu Gowon which made Idah the headquarter. Idah is the traditional seat of the Attah Igala also the headquarter of Igala kingdom and occupies the strategic position in Igala land, to the Northeast Idah is bounded by Ibaji Local Government Area to the south is bounded by River

Niger that demarcates Edo State from Idah to the Northern part of Idah lays Igalamela/Odolu Local Government Area. Ibaji and Igalamela Local Government Area were carved out of Idah Local Government in 1996 when military regime of General Sani Abacha created some local government councils in the country. Geographically Idah Local Government Area is located within Latitudes  $6^{\circ} 25'N$  and  $7^{\circ} 56'N$  of equator and longitude  $6^{\circ} 45'E$  and  $7^{\circ} 44'E$  of Greenwich line above sea level (Usman, 2005). Population census for Idah L.G.A is 79, 735 - Male 40, 141 female 39, 614 (Federal Republic of Nigeria, 2009).

## **HUMAN RESOURCES IN TOURISM INDUSTRY**

Human resource is that aspect of management that deals with the procurement or acquisition, utilization, maintenance and separation of human resource aspect of the business in order to achieve business goals or objectives. Like other sectors human resources play a vital role in tourism these include:

(i) **Manpower planning:** This involves the determination of the type and number of people that are needed for business to expand or continue to exist productively. It is the process of ensuring that business has the right number of people with the right skills at the right time.

(ii) **Employment:** This involves recruitment, selection and placement of workers. Recruitment is the process used to attract suitable applicant from who the most suitable person may be selected for a particular job. Recruitment also means process of finding and having the best candidate or employee.

**Types of Recruitment:** (a) **Internal Recruitment:** This has to do with transferring an employee to another position or promotion. When the staff is transferred there will be a vacant post, and this opens door for recruitment of a new staff to fill up the empty office.

(b) **External Recruitment:** This is when an existing staff is not suitable or not capable, the organization consults various media such as television house, magazines, radio, station, newspaper, posters, internets and many other media as required to recruit new workers.

(iii) **Selection:** According to Schuler et al (1990), selection defined as a process of making prediction of matching different in people to difference in job requirement. In selection process the human resources try to obtain employees who are most likely to meet desirable standard of performance. The following are the process of selection;

[a] **Preliminary Screening of Applicant:** This helps to eliminate obvious fit in order to reduce time and cost of actual selection.

[b] **Review of Application Forms:** Most commonly used in selection process.

[c] **Employment Testing:** Commonly used and carried out after the preliminary interview and application review. Used test includes performance or achievement test, aptitude test, interest.



[d] Reference Check: This involves cross-checking the truthfulness of the information supplied by the candidates. It also entails seeking more information about the past behaviour and character of the candidates from the references supplied.

[e] Employment Interviewing: This is the oral part or face to face interview between the employee and the organization, representative. An effective interview enables the interviewers to learn more about the applicant's background, interests and values.

[f] Physical Examination: This is used to screen an applicant who may have succeeded depending on the requirement of the job.

(iv) Placement: This implies placing the qualified employee in the vacant post.

(v) Orientation: It is a process whereby the new employees are firstly introduced to the business of the organization, its procedures, the work environment and to all other employees. It motivates the new employees, makes them happy or excited and puts them at ease.

(vi) Salary and Wages Administration: It is the responsibility of personnel manager to ensure that employees are adequately and equitably remunerated. This involves making sure what employees are paid commensurate with the services they render to the organization.

(vii) Staff Discipline: This involves making sure that employees obey the rules and regulations of the business or organization. There are different ways erred employees can be disciplined, namely: Oral warning, written warning, demotion, loss of privileges, suspension and dismissal.

(viii) Performance Appraisal: This is a periodic and systematic assessment or evaluation of employee's performance for management decision making.

(ix) Personnel Administration: This personnel division is responsible for thorough record-keeping of all relevant human resources data such as age, qualifications and so on and each person's service record in the business organization, including promotions, merits, transfers, etc. This is necessary for management's decision making concerning the employees.

(x) Provision of Good Working Conditions: It is the responsibility of the organization to provide essential working conditions that are pleasant and safe for employees to be motivated and productive.

Organization as it grows, the focus of development tends to be primary on an organization's future manpower, and on the growth needs of individuals in the workplace. Closely related to the concepts of training and development is education. Education is a long-term learning activity aimed at roles in society. The focus of education is primarily on increasing the individual's need on the community as a whole, that is on society's needs. Education equips you with all you need to function well in the society as a citizen.

**Benefits of Training And Development :** (a) It improves performance and productivity. (b) It prepares the employees for promotion (c) It increases the confidence, motivation and commitment of staff. (d) It helps to meet human resource needs of the business. (e) It helps to improve the availability and quality of staff. (f) It gives a feeling of personal satisfaction and achievement and broadens opportunities for career progression.

**Types of Training And Development:** Generally, there are two types of training;

(a) On-the-job training (b) Off-the-job training

(a) **On-the-job training** is the type of training where the employee receives training while performing his or her job. The following methods can be used to train employees on-the-job; (i) Job instruction (ii) Learning from experienced workmates (iii) Coaching or counseling (iv) Apprenticeship (v) Job rotation (vi) Special projects

(b) **Off-the-job training** is the type of training received off-the-job that is outside the workplace. The following are the methods used in training the employees in off-the-job training:

(i) Lectures or talks (ii) Classroom instruction (iii) Group discussion (iv) Case-study analysis (v) Role –playing

**Training And Development Process:** For effective training and development to be conducted, the following steps must be followed;

[a] Identify training and development needs: The first step in training or developing employees is identification of training needs. Do not train workers for training sake. A training need exists if a worker's performance fall short of the job required. For training needs to identify individual analysis, job analysis and organization analysis must be conducted sometimes; circumstances or problems arising in a business may indicate training needs. Specific problem that arises which need to be investigated include; low productivity, high costs, poor quality, wastage, grievance, a high staff turnover, poor discipline, a high absenteeism rate and standard that are not met.

[b] Design training and development programme, here the management are to state the objectives of the training programme, the contents of the training programme, who is to be trained and who is the trainer, the method to be used, whether it is on the job or off the job, the resources to be used and the timing of the training programme.,

[c] Implement training and development programme: This is the "Action stage" where decisive steps are taken to ensure training objectives are achieved. It involve releasing the staff concerned, facilities, money, locations and monitoring of the training programme to ensure that the actual training meets the training objectives.

[d] Evaluate training and development programme: This is where the success of the training programme are achieved and the impact of the training on the organization activities. A training programme must be evaluated in the light of the objective of the training set.

**Induction /Orientation:** Induction involves the introduction of a new member of staff to the culture and the environment of the organization, its policies and practice and to the member of staff. It provides the newly employed staff with information about his/her employer that will enable him/her to fit properly into the organization.

According to the department for education and employment (1974) orientation is defined as the arrangement made by or on behalf of the management to familiarize the new employee with the working organization, welfare and safety matters, general condition of employment and the work of the department in which the applicant is to be employed. The same author defined induction on the other hand, as a continuous process starting from the contact with the employer.

Jones (2004) further said that orientation is a programme designed to help employees fit smoothly into an organization. It is designed to provide new employees with the information needed to function comfortably and effectively in the organization. Effective induction is a continuous process covering the new months at work. Induction should include attention to rules and regulations, familiarization with the culture and method of operation of the organization. First impressions of an organization and its managers are seldom forgotten. New members of staff face an unfamiliar environment and have to make a number of personal adjustments. A warm welcome, initial introduction programme will do much to reassure members and aid their motivation and attitudes to their work performance. The induction programme should be designed to help new members of staff to familiarize themselves with environment to settle easily into their new jobs and to establish harmonious working relationship with other members of staff.

**Objectives of Induction Programme:** [a] To familiarize new employees with the job, work, unit or department and the organization as a whole. [b] To reduce the initial anxiety all new employees feel [c] To expand the information the new employees obtain during recruitment and selection exercise. [d] To clarify specific duties and responsibilities of employees and performance evaluation system of the company.

**Forms of Induction Programme:** [a] Senior managers taking the new employees round the department and company. [b] Training at the factory or office. [c] Personnel executives discuss the organization and its essential features with the new employees. [d] Film describing the history, products and essential characteristics of the company or organization.

**Benefits of Induction Programme:** [a] It strengthens the relationship between the new employees, supervisor and colleagues. [b] It reduces the amount of anxiety and stress a new employee may face. [c] It clarifies job. [d] It develops realistic expectations about what is expected of the individual.

**Attitude of Staff In The Tourism Industry:** An attitude is an expression of favor or disfavor toward a person, place, things or event, attitude can be formed from a person's past

and present. Attitude is also measured and changeable, as well as influencing the person's emotion and behavior ([www.googlesearch.com/en.wikipedia.org/wiki](http://www.googlesearch.com/en.wikipedia.org/wiki)). Goss (2002) described attitude as the image of the staff such as tour guide, tour operator etc. to the customer or tourist which may be caused by the action of the management. In tourism industry, the report or result of the research shows that the attitudes of the staff are not encouraging as many of the staff are not well trained or has no skill (unskilled) to carry out their duties, staff lack compensation and motivation act, all these characters listed above are been found within the staff in tourism industry and these acts contributes a lot to the fall down of the industry as staff refuse doing their duties not until the management come up with some measures in order to encourage the staff to put more effort; the following are some of the measures.

[a] Job Security: promises of job security are seen as an essential component of any overall quality approach.

[b] Rewarding Quality: A need for a much more creative system of reward and in particular the need for payment system that reward employees for attaining quality goals.

[c] Training And Development: This is the need to acquit operative level staff with team work and interpersonal skills to develop their service orientation and managers with a new leadership style which encourages a more facilitative and coaching style of management.

[d] Appraisal: Moving away from traditional top down approaches to appraisal and supporting items such as customer evaluation, peer review, team based performance and the appraisal of managers by subordinates generally; all these performance appraisal system should focus on the quality goals of the organization and the behavior of employees needed to sustain these.

[e] Employee Involvement And Employee Relations: By seeking greater involvement from employees; the emphasis is on offering autonomy, creativity, co-operation and self control in work process by making use of educative and participative mechanism, such as team briefing and quality circles are to changes in the organization of work which support an empowered environment. All the above listed measures when put into consideration turn to be a best practice that enhance the skills base of employees through human resources activities such as selective staffing, comprehensive training and broad development efforts like job rotation. It also encourages empowerment, participative problem solving, team work as well as performance-based incentives.

### **Challenges Facing Human Resources in Tourism Industry**

In tourism industry, human resource management faces a lot of challenges due to fluctuating economy as well local and global advancement. The following are many changes occurring rapidly that affect human resources in tourism industry in a wide range of issues.

[1] Inflation: Inflation is rising at an alarming and restaurants have to raise prices or lower their services. Transportation companies have been hard hit. The airline industry is especially vulnerable; the airlines depend on both the food industry and the fuel industry. Already on the margin, airlines can do nothing more than cut services and raise prices. The result of such a situation keeps the leisure travelers stay away from experiencing vacations which further hits the overall tourism sector.

[2] Currency Exchange: One of the major challenges that tourism industry faces is the fluctuations in currency exchange rate. The inability to know the value of a currency means that long range tourism prices are especially hard to predict and the fallout from this monetary instability is already impacting multiple tourism support system. Tourism industry is seasonal in nature and does not guarantee round the year flow of income which hampers the overall business setup.

[3] Security: This has been a major problem as well for growth of tourism for a number of years. Improper law and order, terrorist attacks, political unrest adversely affect settlements of foreign tourists.

[4] Taxation: Tourism industry is a heavily taxed sector in some countries; various taxes are levied across the entire industry, fight from tour operators, transporters and airline industry to hotels and these include service tax on aviation fuel and various taxes on transportation. These tax rates tend to vary across different states in the country; all these taxes are finally passed on to the travelers in one way or the other, thus, hampering its growth.

[5] Infrastructure: Many areas of the world tourism development have produced great disparities in the standard of facilities provided for the visitors and for the local population. This cannot be entirely avoided, but in the long run, the improvement standard of the local population is probably a condition of successful tourism development. In order to capitalize the benefits of tourism sector, government should aim at creating proper infrastructures, speedy clearances and make effective policies to regulate the tourism sector and to gain the confidence of foreign tourists.

Regulatory Issues: Visa procedures are seen as hindrance. Difficult visa processes keep the tourists away from some destinations.

**Conclusion:**

Human resource development is the responsibility of a specific unit within human resource management. Organizations frequently recruit on the basis of the potential contribution which an individual can make, but achieving that potential requires significant structured investment in skills and wider development.

### **Recommendations**

Based on the findings of this research, the following are recommended to improve human resource development for sustainable tourism industry:

[1] Tourism industry should make more effective use of interviews during recruitment drives to discover the specified needs of potential employees; by so doing, they will be able to match the caliber of men with specific job, and this will lead to job satisfaction and ultimately enhance good productivity.

[2] Management should recognize the importance of training and development, and always organize it for their newly employed staff as this will enhance their effective service delivery.

[3] There should be understanding between management, the labour force and the union improving organizational communication, encouraging problem solving with and between departments in a constructive and supportive climate.

[4] Initiating participative approaches to decision making whereby an atmosphere will be created and the employees can feel committed and come up with a good attitude and also their training need and fault of the organization to come out with good techniques.

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