

**HUMAN RESORUCE MANAGEMENT IN THE HOTEL AND  
CATERING INDUSTRY.**

**(A CASE STUDY OF ROYAL PALACE HOTEL ENUGU)**

**BY  
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BA/2007/200**

**DEPARTMENT OF BUSINESS ADMINISTRATION,  
CARITAS UNIVERSITY, AMORJI NIKE ENUGU.**

**AUGUST, 2013.**

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF  
BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT AND  
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ADMIINISTRATION.CARITAS UNIVERSITY, AMORJI NIKE  
ENUGU.**

**AUGUST, 2013.**

## CERTIFICATION

Department of Business Administration. Caritas University Amorji-Nike, Enugu. This research project titled ‘Human Resource Management in the Hotel and Catering industry’ was conducted by Egbe Kenechukwu Jude under my supervision, and is hereby recommended for approval.

Sign.....

Name.....

**Supervisor**

Sign.....

Name.....

**H.O.D**

.....

External Examiner

Sign.....

Date.....

**DEDICATION**

To Almighty God the creator of heaven and earth who gives knowledge and wisdom.

**AND**

To my parents Chief and Mrs. E.O. Egbe, brothers and sisters, and Caritas University as a community.

## **ACKNOWLEDGEMENT**

The successful completion of a well-researched and packaged text of this nature could not have been possible without the cooperation, support and assistance of some individual of whom I am greatly indebted for their invaluable contributions and assistance at the various stages of production.

First and foremost, I must express my most profound gratitude and thanks to the almighty God, the author of hope, the giver of life and knowledge for this venture and I wait patiently on him for success.

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**Egbe Kenechukwu Jude.**  
Enugu, Nigeria.  
August 2013.

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## ABSTRACT

*The topic of the study is Human Resource Management in Hotel and Catering industry (A case study of Royal Palace Hotel Enugu). The researcher used both the primary and secondary data in the course of the study. The primary data was collected through the instrument of questionnaires and observation. The secondary data was sources through textbooks, journals, magazines and Libraries.*

*The research design for the study was the survey research. The population of the study was 82 employees of the establishment. The sample size of the study was 63 employees derived using the Yaro Yamani formula for the determination of sample size. A total number of 63 questionnaires were distributed and returned thereby having a hundred percent return rate. The researcher used sample percentage and chi-square as statistical tool for the analysis.*

*The study revealed that the majority of the workers in this establishment are ignorant on pay determination method which shows that management does not involve workers in the machinery or the mechanics of payment determination. The workers role is reduced to that of a rigid adherence to rules and regulations.*

*The researcher recommended among others that broad personnel policy study be embraced by employers in the hotel industry.*

## CHAPTER ONE

### INTRODUCTION

#### 1.1 THE BACKGROUND OF THE STUDY

Since the beginning of recorded time, people have travelled, and during their travels, have needed shelter. This consequently encouraged the springing up of some accommodation in form of inns and small hotels and subsequent larger hospitality suites, to meet such needs. This thus hospitality is said to be the worlds' second oldest profession.

Just after the civil war in 1970, there was a virtual absence of hotels and especially, the well known names in the international hotel industry in Nigeria. Not until the late 70's, during the oil boom era, did Nigeria start experiencing some growth in her hotel industry. In recent years however, Nigeriahosting of several major international events like the common wealth heads of government meeting (CHOGM), All African games, carnivals, meeting including the visits of two American presidents an other presidents with their entourage, has led to the building of several more hotels in Nigeria, especially in the major cities.

This growth is not restricted to Nigeria alone, example, the American food service industry in 1979 had 110 billion dollars of busing for meals away from home and was infact the third largest industry in the country in terms of gross retail sales, it employs

about 6 million people and had average of 125. 42 employees in 1995 and yet still needs many additional employees every year.

Nigeria has since seen many important developments and changes in the relative improvement in the standard of living of a vast majority of working people. These improvements have come about as a result of many different factors including greater national productivity, stronger growth of economy, having more enlightened management and pressures from trade unions.

The contributions made by the hotel and catering industry to this general rise in standard of living are considerable, providing essential and leisure services, employment and wealth creation.

Hotel development in any country is a detailed process, requiring a high level of pre-planning prior to, during and after construction. There is still evidence in many places in Nigeria that this pre-planning has not adequately been carried out, resulting in some hotels that are unable to meet today's and tomorrow's ever-changing and increasing customer needs, including the fact that demand far outstrips supply, with major cities like Lagos having now shortages. Nevertheless, Tourism, of which the hotel and catering industry is a principal element is said to be a potential growth sector in Nigeria.

The conditions of employment of a large number of the industry's staff have not kept peace with those enjoyed by working people elsewhere, in spite of the technical

improvements within the catering industry itself. The reasons for the slow rate of improvement in the industry's condition of employment are considerable including an understandable reluctance on the part of many proprietors and managers to adjust labor earnings according to improvements in the industry. Another reason could be that trade union movements exert little influence in most sectors of the industry, since moreover most people that make up the industry's workforce are people who are not prepared to make a career out of the job.

The working conditions of the industry's staff are for most cases unattractive. There are intrinsic problems which are unavoidable such as having to work long evenings and weekends. Other problems however can certainly be removed or reduced by determined management action. Such problems are staff reliance on tips, ignorance of workers on methods of calculating pay and the distribution of service charges, and management's reluctance to involve staff in matters that affect their working lives. Management should therefore evolve a way of bringing out the best in these groups of ignored members of our workforce.

In Nigeria, there are many organizations that provide catering services and which by their nature can be termed hotels. It is estimated that there exists about 550 hotels, inns and commercial guest houses in Nigeria by the year 2008 that employs between 10 and 250 people in line with their sizes. It is said that about 418 – 900 people were employed in 2003 worldwide.

## 1.2 STATEMENT OF THE PROBLEM

In an industry in Africa where there seems to have been a continued growth over the years, expertise is therefore expected to be limited and this constitutes a problem.

There are other problems are what the study wishes to consider and make recommendation where necessary. The problem reduction in experienced hands in this industry in the third world, seem to be the case due to managers reluctance to train its workers and employ able hands.

Another problem lies in the fact that most workers in the industry have no clear cut channels to register their protests and grievances since management usually stifles unionization agitation.

The third problem concerns the issue of how the basic payment and benefits of workers is commensurate with their dedication to work and efforts. As employers are less responsive to changes in the economy with respect to adjustments of pay and benefit packages in line with economic growth as being experienced in most developing countries today, including Nigeria, they are left with employees whose dedication to work decreases; with huge reduction in their morals and motivation to work.

We are also confronted with an environment where employees are usually kept in the dark without being enlightened on things they have the right to know. Example, payment

determination method, criteria for promotion (etc), but rather such issues are based on the whims of management. This constitutes a problem.

The last problem is the general belief by most people that jobs in the industry is one of last resort which they can take up when they do not find a “better” job to do. This thus discourages young people who may wish to have a career in the hotel and catering industry.

Having identified some of the problems, this study intends to find possible solutions to some of them.

### **1.3 THE OBJECTIVE OF THE STUDY**

To this end, this study aims at assessing the reasonability of all the entitlements due or payable to that part of the labor force that works fully or partly in the hotel and catering industry. The objectives of this study are thus.

- ❖ To examine the reasonability of other entitlements and benefits that is not part of the basic payment.
- ❖ To assess the degree to which payment is commensurate with the efforts of employees in this industry.
- ❖ To evaluate the extent to which payment and benefits in this industry are similar to those of like-industries.

- ❖ To examine the industrial relations existing in the hotel under study and its impact on worker's welfare.
- ❖ To identify the impact of inappropriate payment and employee benefit schemes or their absence altogether, on employee performance.

#### **1.4 RESEARCH QUESTIONS**

The following research questions will be raised:

1. To what extent do the workers in the hotel and catering industry satisfied and motivated by their payment?
2. To what extent do the working condition obtainable in this industry quite satisfactory relative to workers effort?
3. To what degree is management involved in the training and development of its workers?
4. To what extent does management agree to the formation of unions?
5. To what extent is management responsive to changes in the economy with reference to the adjustment of payment and benefit packages in line with economic indicators?

#### **1.5 RESEARCH HYPOTHESIS**

The hypothesis of this research work includes:

HO: Employee payment packet and benefit are not equal to the efforts they put in,

HA: Employee payment packet and benefit are equal to the efforts they put on.

HO: Management does not encourage workers to unionize

HA: Management encourages their workers to unionize

HO: Workers morale and motivation to work is negatively influenced by payment and benefits they receive.

HA: Workers morale and motivation to works is not negatively influenced by the payment and benefits they receive.

## **1.6 THE SIGNIFICANCE OF THE STUDY**

The study is significant for the following reasons:

- ❖ To change the belief by some hotel management in the country that the formation of unions by employees may mean more trouble for them.
- ❖ To bring to the fore, the importance of having pay being commensurate with efforts and productivity since the bulk of workers in this industry are after psychological needs but work in environments supposedly the exclusive reserve of self actualized members of the society.
- ❖ Ability to help reinstate the industry belle to its supposed place as a major part of the economy and as a potential growth sector.

## **1.7 SCOPE AND LIMITATIONS OF THE STUDY**

An attempt of evaluating the management of the human resource in the hotel and catering industry will be too vast and all encompassing. It is therefore the opinion of the researcher that the scope of this study be restricted to the administration of employee benefits and welfare schemes, that is all other entitlements due to employee other than payment, which by their nature may act as motivation for the staff of the organizations in the industry.

The study is confined to the entire staff of Royal Palace Hotel, Enugu. However, the findings of this study will apply to the hotel and catering industry in Nigeria. Major limitation to this study, is the limited worse by previous researchers on this subject, as well as management's hostility to questions and enquires.

## **1.8 DEFINITION OF SPECIAL TERMS**

Hotel-	An establishment held out by the proprietor to offer food and drinks, and if so required sleeping accommodation to anybody who is in a fit state to receive the services.
Fraudulent	hotel- A hotel that caters for people, mainly travelers, while they are temporally away from home.

Residential	hotel- These are hotels that provide full apartment type living facilities as contrasted with simple guest norms that lack facilities for cooking and eating within individual units.
Airport	hotel- This serves to cater for travelers that use the airport.
Salaried-	Employee- one who is usually paid monthly through bank and are mostly managers and senior supervisors
Full-	time operatives: Usually working around a 30-45 hour week and who know they have a guaranteed pay, on a monthly basis in cash.
Resort	hotel-Hotel situated along seaside's lakes or other natural geographical features capable of being integrated as part of the hotel.
Casuals-	Workers normally working on a session basis, for instance on evening or afternoon, with no guarantees about future work, usually paid by one session in cash.

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## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1 THEORETICAL FRAMEWORK FOR THE STUDY: OVERVIEW OF HUMAN RESOURCES MANAGEMENT

Human resource management is concerned with personnel. According to Keiser et al (1979), management means “getting things done through others”. The behaviorists’ view of management assumes that since management can be accomplished only through people, the consideration of these people and their needs is all important. Personnel management involves not only their selection, hiring and training, but also their motivation and morale. Many theorists consider personnel the most essential resource of an operation; others claim that the importance depends on the type of operation based on the level of technology at hand. The knowledge obtained by the study of people at work can be used to understand, predict and bring about changes. The fundamental conclusion to be drawn from the works of recent behavioral scientists, and Abraham Maslow in particular, is that man is a satisfaction seeking being motivated primarily by his biological needs. In addition, and unlike most other beings, when man’s biological needs are satisfied, further needs emerge. This manifests itself in the pursuit of power, status, security and other outward signs of “success”.

Maslow's proposition does not end here; his famous hierarchy of human needs recognized that an individual has a scale of need and that the higher levels do not become pressing until the lower levels have been satisfied. Beginning at the lower level, Maslow's human needs are physiological well being, safety, belongingness and love, esteem, and self-actualization. Satisfying these needs at whatever level that may arise, an organization makes an employee happier and theoretically eager to produce as much as possible.

Most people are not conscious of the needs, which drive or motivate them. If, however, management can recognize them, they can take appropriate steps to ensure that these driving forces can be used to the advantage of both the organization and the individual.

Satisfactory social relationship with other people is among the highest needs of everybody. Service occupations as obtainable from the hotel and catering industry are advantageous; since many people derive real joy from serving others, it is thus, no doubt a major force that attracts people into the hotel and catering industry. It has been discovered that workers productivity is usually governed to a great extent by their social relationship.

In our society, another aspect of our relationship with others which plays a significant role is our need for social acceptance; frequently, this depends on our jobs and way of living. By certain indications, society locates us on the social ladder but many people not

content with their positions attempt to move up. This unfortunately defers most people from working in the hotel and catering industry. This, according to Keiser et al (1979), is unfortunate because working conditions are, after all, better than those in many industrial jobs, with the jobs more interesting than mechanized assembly line work.

Also many people go into the field at the non-management level when they cannot find work elsewhere, and tend to view their work as a job of last resort rather than a career – something to do until better work comes along. A probable reason for this is the absence of strong and solid motivators.

## **2.2 HISTORICAL BACKGROUND**

### **2.2.1 MOTIVATION**

If staff is going to have or achieve the results their manager is aiming at, they must be well motivated. Frederick Herzberg in assessing motivation, focused on the distinction between motivation and factors which simply alleviate dissatisfaction. He found that factors that make a job satisfying are quite separate from those that make it dissatisfying. For example, offering workers more money can lead to less dissatisfaction but not true job satisfaction. Employees who hold jobs that they consider intrinsically rewarding are satisfied with their jobs. With less rewording work, they become less satisfied. Offering them more money does not replace the opportunity of doing fulfilling work. Workers are often neutral – neither happy nor unhappy, but simply doing their work.

Herzberg believes that certain factors are used to keep a person from being unhappy; for example, food keeps us from being hungry, having a fine breakfast does not stop us from being hungry in the afternoon. Such is the case of motivation in the industry. Also, a salary makes us happy, but not forever. Six months or at most one year later, we feel we are deserving of a rise again for one of many reasons. In Herzberg's jargon, money and fringe benefits are known as "negative motivation". Their absence from a job unquestionably will make people unhappy, but their presence does not necessarily make them happier or more productive. He went ahead to name recognition from others within the organization and prospects for promotion, among other things, as the factors that can rightly be called true motivators. Invariably, the drive for reasonable performance by employees cannot be strong in the absence of true motivators.

In the evaluation of employee performance and motivation, Keiser et al (1979) argued that financial benefits by themselves will not induce enthusiasm in workers but will depend on the motivational factor; that is, the expectation that the application of effort will result in performance, and performance resulting in some form of reward which will be of value to him. The actual level of performance will generate rewards both for the employee and the organization. Wright Bakke discussed organization as a fusion process in which the individual hopes to use the organization to achieve his goal, while the organization hopes to use the individual to further its goals.

The employee benefits in terms of pay, bonuses, recognition, achievement, etc. and the organization benefits in terms of income, customer satisfaction and productivity. The value of the reward to the employee will complete the loop to motivation and consequent increased effort on the job.

### **2.2.2 THE REWARD SYSTEM**

A good reward system aims at:

- Encouraging suitable people to remain with the organization
- Achieving equity in pay for similar jobs
- Providing rewards for good performance and incentives for further improvement in performance
- Being cost-effective in the same sense that the benefits of the system are obtained without undue expenses
- Being simple to explain, understand, control and operate.

In Nigeria, the typical hotel manager seems to place so much emphasis on pay alone as the greatest motivator and thus failing to recognize the achievements and sacrifices of the employee that normally would require recognition outside the basic pay. Employees want a recognition of their efforts and either a challenge or motivation to improve their work. Cohen et al (1995) noted that people tend to repeat behavior that is

rewarded, avoid behavior that is punished and drop or forget behavior that produces neither.

In evaluating the reward system as being important to employee motivation, it is necessary that the administration of wages and salaries be examined.

### **2.2.3 WAGES AND SALARIES**

Salaries and wages are paid by an organization, principally to obtain labor required for them to operate. Apart from a well-articulated method of setting basic pay rates that is uncommon in the hotel and catering industry, factors such as tipping, service charges and the provision of meals and accommodation all have to be taken into consideration.

The payment system in hotels have particular problems because it usually consists of basic pay and subsidized lodgings and food for employees, tips and service charges and fiddles, which are all terms used to describe some transactions by hotel staff outside official means. Undoubtedly, tips and fiddles are major sources of income to employees. In wage administration, a major responsibility of managers is to decide on how to distribute fairly among all employees, the money set aside for the payment of staff. They may decide by looking at what competitors are paying the government, approved rates, what has been historically the employer's practice and what is necessary to overcome any crisis.

In addition to normal salaries and wages, it is common practice in many firms for some workers to enhance the “take home” by earning additional payment in various forms. These payments are made largely to enable workers participate personally in the success of the undertaking by rewarding individuals for their various contributions to the enterprise.

In the assessment of the position of pay (wages and salaries) and most especially the incentive scheme. There is still no real consensus in spite of the vast body of knowledge coming from early writers like Taylor, McGregors, Maslow, Herzberg, etc. Many managers still believe that money, because of what it can buy (including security and status), is a major motivator. Others try to align their thoughts to the complex views of Maslow and Herzberg, arguing that people work for not only money but also self esteem, job satisfaction and security, self actualization, etc.

#### **2.2.4 INCENTIVES**

Incentives are necessary and important tools used to stimulate and uphold good performance, increase sales and also control cost. Increased wages may simply be throwing good money after bad, if no incentives for improvement accompany them. A good incentive scheme is most effective when employees are dependent on them.

The incentive packages mostly operated in the hotel industry include tips, service charge bonuses and commissions. Tipping as a normal incentive should stimulate and promote

extra productivity but are today generally seen by most employees as a matter of right and something necessary for optimal work input.

Financial incentives can reward employees through increased payment for the increased contributions to the enterprise. However, they can achieve little on their own. Such incentives should be a part of a comprehensive balanced personnel policy that is based on offering employees adequate wages before incentives are offered.

### **2.2.5 FRINGE BENEFITS**

The necessity for employers to us fringe benefits in employment policies have grown because of pressures from the rapidly increasing competition for employees. They are intended primarily to motivate employees, to enhance performance and encourage them to stay with the organization. Such fringe benefits could include meals, holidays, leave days, car use and even deferred earnings such as pensions, such fringe benefits could be divided into three main types:-

- Non-financial benefits: These include sick pays, medical insurance etc.
- Part financial benefits: include pensions, meals, Cars, Subscriptions etc.
- financial benefits: include commissions, bonuses, profit sharing, share option etc

Moreover, the presence and introduction of many fringe benefits in a “compensation package” may not be a positive incentive to work harder or to perform better. Salaries consist of base pay and benefits. According to Halloran and Beaton (1987), the base pay

is more important than benefits in both practical and psychological terms. An employee must be made to feel that this or her base pay is fair and adequate. An employer cannot make up in benefits for what it's lacking in the basic wages, because the below average wage pay with good benefits, and the absence of fringe benefits on the other hand may be a disincentive and could leave an employer at a disadvantage in the retention and recruitment of workers.

#### **2.2.6. INDUSTRIAL RELATIONS**

The field of industrial relations looks at the relationship existing between management of an organization and its workers, particularly groups of workers, organized represented often by a union. A labour union as defined by Cohen et al (1995) is an organization of employees formed for the purpose of furthering the interests of the workers.

Many reasons have been pointed out as being behind the desire of employees to join unions. For economic reasons, a worker may believe that wages will be higher, the fringe benefits will be better and more consideration given to areas as overtime, holiday pay, if the union negotiates the contract. Employees join unions for psychological reasons like job security so that they are not fired indiscriminately. Poor morale rather than wages encourages employees to join unions.

Tactics used by unions to express dissatisfaction are: strikes, pickets and boycotts. While that of management are lock outs, lay-offs, injunctions, blacklisting etc.

In this industry, the degree of organization of employees within the trade unions vary considerably. In one end of the scale, employees condition of employment are determined through bargaining, while at another end of the scale, especially, in hotels and restaurants, the number of trade union members, although rising is still comparatively low, as seen in western, a hotel in Seattle, USA, that employs about 750 people. Only 17% of the hotel workers in downtown Seattle belong to a union.

The attitude of management in the industry towards unions varies considerably too. Manager with experience of trade unions usually accept their existence and believe that they have useful roles to play. Such advantageous roles to employers could include the exercising of greater discipline among members. Example, if one id drummed out of the union for work related problems making the worker not able to get work in other related organizations in the area. Existence of unions also helps to keep wages out of competition, that is, if all of the similar hospitality establishments in the area are unionized, each will be paying the same union wages. Such unions could even serve as a supplier of personnel because it is easier to telephone the union when an employer needs several waitresses, for example, rather than to place an advertisement, wait for responses and then the interview.

On the other hand, most vociferous opponents of trade unions seem to be found mostly among the hotel and restaurant proprietors and managers, who usually have no

experience of trade unions and thus hardly benefits from the numerous advantages of good industrial relations.

## **2.3 CURRENT LITERATURES ON THEORIES POSTULATED**

### **2.3.1 MASLOW'S NEED HIERARCHY THEORY**

The theory was postulated by Abraham Maslow. He was born April 1908 in Brooklyn, New York to Russian parents who were Jewish immigrants. The theory asserts that each human being is motivated over tens of thousands of years. The theory helps to explain how these needs motivate us. Needs were added by Maslow in 1908 in his most popular book. Towards a psychology of being the original five needs still remains for most people the definitive hierarchy of needs.

- Physiological needs: These are the basic needs such as air, food, sleep etc. when these are not satisfied we may feel sickness, pain etc. These feelings motivate us to alleviate them as soon as possible to establish balance. Once they are alleviated, we may think about other things.
- Safety needs: These have to do with establishing stability and consistency in a chaotic world. These needs are mostly psychological in nature.
- Love and belongingness needs: These are net on the ladder. Humans have a desire to belong to groups, clubs, work groups, family etc. we need to feel loved (non sexual)

by others, to be accepted by others be appreciated and applauses. We need to be needed.

- Self Esteem needs: There are two types of esteem needs. First is self-esteem which results from competence or mastery of a task. Second, there is the attention and recognition that comes from others.
- Need for self actualization: This is “the desire to become more and more what one is, to become everything that one is capable of becoming. People who have everything can maximize their potential. They can seek knowledge, peace, oneness, with God etc.

### **2.3.2. EXPECTANCY THEORY OF MOTIVATION**

This theory was spearheaded by Victor Vroom. It deals with motivation and management. The theory postulated that an individual will act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.

Vroom's theory assumes that behaviour results from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain. Together with Edward Lawler and Lyman Porter, Vroom realized that an employee's performance is based on individual facts such as personality, skills, knowledge, experience and abilities.

The expectancy theory says that individuals have different sets of goals and can be motivated if they believe that:-

- There is a positive correlation between efforts and performance.
- Favourable performance will result in a desirable reward
- The desire to satisfy the need is strong enough to make effort worthwhile.

Vroom's expectancy theory is based upon the following three beliefs.

- Valence (valence refers to the emotional orientations people hold with respect to outcomes). The depth of the want of an employee for extrinsic (money, promotion, benefits) or intrinsic (satisfaction).
- Expectancy (employee have different expectations and levels of confidence about what they are capable of doing).
- Instrumentality (the perception of employees whether they will actually get what they desire even if it has been promised by a manager).

Vroom suggest that an employee's beliefs about Expectancy, instrumentality and valence interact psychologically to create a motivational force such that the employee acts in such ways that bring pleasure and avoid pain. This force can be calculated with the formula:-

Motivation - valence x expectancy (instrumentality)

This formula can be used to indicate and predict such things as job satisfaction, one's occupational choice, the likelihood of staying in a job and the effort one might expend work.

### **2.3.3. HERZBERG'S MOTIVATION**

Hygiene theory this theory also known as the 2 factor theory was developed by Frederick Herzberg during his investigation of 200 accountants and engineers in the USA. According to this theory, people are influenced by 2 factors. Satisfaction and psychological growth was a factor of motivation factors, while dissatisfaction was a result of hygiene factors.

The theory says that hygiene factors are needed to ensure an employee does not become dissatisfied. They do not lead to higher levels of motivation, but without them there is dissatisfaction. Motivation factors are needed in order to motivate an employee into higher performance. These factors result from internal generations in employers.

Typical hygiene factors includes working conditions, quality of supervision, salary, status, Security Company, job company policies and administration, interpersonal relations. Typical motivation factors include achievement, recognition for achievement, responsibility for task, interest in the job advancement to higher level tasks, growth.

Combining the hygiene and motivation factors results in four scenarios:

- High hygiene + high motivation: ideal situation where employees are highly motivated and have few complaints.
- High hygiene + low motivation: employees have few complaints but are not highly motivated. The job is perceived as a paycheck.
- Low hygiene + high motivation: employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par.
- Low hygiene + low motivation: The worst situation motivated employees with lots of complaint.

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## CHAPTER THREE

### 3.0 RESEARCH DESIGN AND METHODOLOGY

#### 3.1 RESEARCH DESIGN

The research was designed by the researcher for objectivity and details. The staff was divided into four categories of workers namely: management, supervisors, operatives and casuals to be able to accommodate the various types of workers in the hotel. The study was generally based on analytical sample survey were companion are made between the different subgroup of the population under study.

A pre-test was also carried out by the researcher on isolated problems of the design, with a view to establish a broad plan. Quantitative data was mostly utilized in the analysis. Data was obtained using questionnaire, oral interviews and journals. The format used in the questionnaire are the simple Yes/NO (True /False) format, information format and liker scaling format.

It took the researcher about 2 weeks to carry out the research which includes the designing, distribution and final collection of the questionnaire, conducting conduction of oral interviews and direct observation as well as the pre-test. These were all done as some manageable le financial cost to the researcher.

### **3.2 SOURCE OF DATA:**

In the course of conducting this study much of the data used were sourced from both primary and secondary sources.

#### **3.2.1 PRIMARY DATA:**

In view of the fact that limited materials are available on the subject of this study, the researcher obtained a good portion of the data utilized here from primary sources by the use of questionnaires direct interviews and observations.

#### **3.2.2. SECONDARY DATA:**

This consists of materials collected from hospitality journals, as well as newspapers and books on tourism and hotel management. It is important to note that the books on tourism were not in particular of special adaptation to Nigeria, but are generalizations on conditions obtainable globally.

### **3.3. THE POPULATION OF THE STUDY**

The hotel and catering industry in Nigeria make up the population of the study, with the staff of the Royal Palace Hotel, Enugu, being the case study. The staff of the hotel under study are not less than eighty-two in number, as obtained from some management staff members, by way of direct interviews and the researchers personal observations.

### **3.4 SAMPLE DESIGN AND DETERMINATION OF THE SAMPLE SIZE**

Statistical method was used to determine the sample size, one which uses the application of the normal approximation with a 95% confidence interval and 6% margin of error.

Thus,

$$n = \frac{N}{1 + N(e)^2}$$

Where      n = Sample

N = Total Population

e = Margin of Error

i = Constant

Considering the fact that 82 employees of this establishment makes up the entire population of the study, this method gives a sample size, thus;

$$\frac{82}{1+82(0.06)^2} = 63.31 \text{ staff}$$

This size by the researcher's judgment and calculation constitutes more than 77% of the entire population, which by norm and tradition can be taken as a representative sample of the entire population.

### **3.5 METHODS OF DATA COLLECTION**

Oral interviews: The hotel and catering industry in Nigeria is characterized by operatives who usually lack formal education except possible skills from doing assigned work, which is enough for them to keep their jobs; this thus makes the utilization of oral interviews of great importance.

Moreover, the seemingly busy executives of the establishment under study as well as the officials of the worker's unions council, operated for the direct interview option. Subjective and objective questions were used to facilitate the effective extraction of necessary information from the interview.

Questionnaires: A total of eighty two questionnaires were distributed, out of which sixty-three were completed and returned. twenty nine questionnaires went to the management and supervisory staff, while fifty three went to the management and casuals (forty and thirty questionnaires respective).

For objectivity and details, the researcher under-took to study the respondents and also the entire population to reduce the effect of lost questionnaires or “no responses on the final information collected.

### **3.5.1 QUESTIONNAIRE DESIGN, DISTRIBUTION AND COLLECTION RESPONSES.**

The approach used in the questionnaire was the administration of similarly structured questions to officers and workers of the hotel. Simple English was used as much as possible in preparing the questions to make them more easily understood and comprehended. It utilized the informational format, liker format and the simple yes/no format.

A total of sixty-three questionnaires were distributed, were completed and collected by the researcher. Twenty-nine questionnaires went to the management and supervisory staff, while fifty-three went to the operatives and casuals (is) thirty five and eighteen questionnaires respective.

### **3.5.2 SECONDARY METHOD OF DATA COLLECTION**

The researcher used textbooks, journals and newspapers in the collection of the secondary data. The researcher equally visited different libraries and made use of the internet facilities in the collection of the secondary data.

## **3.6 METHOD OF DATA PRESENTATION AND ANALYSIS**

The researcher made use of descriptive statistics by the use of raw data and simple percentages. The hypotheses was treated using one sample chi-square test. The test is

preferred because we are comparing sample data with some assumed population and because the observations are independent, nominally scaled and consist of frequencies in discrete categories.

The analysis is based on the assumption that responses from interviews represent the opinion of the workers and that answers given to the questions asked were given in at most good faith.

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## CHAPTER FOUR

### **4.0 DATE PRESENTATION AND ANALYSIS**

#### **4.1 DATE PRESENTATION AND ANALYSIS**

This chapter deals with the presentation and analysis data collected from the field.

##### **4.1.2 DEMOGRAPHIC CHARACTERISTICS**

Table 4.1 Age Distribution of respondent

<b>Designation</b>	<b>Years</b>							
	<b>20-</b>	<b>30</b>	<b>30-</b>	<b>40</b>	<b>40-</b>	<b>50</b>	<b>50 and above</b>	
Management	0	0%	2	3%	2	3%	2	3%
Casuals	10	16%	1	2%	0	0%	0	0%
Supervisors	8	13%	6	10%	3	5%	0	0%
Operatives	17	27%	6	10%	4	6%	2	3%
Total	35	56%	15	25%	9	14%	4	6%

Sources: Field survey 2012

The above table shows that majority of the workers fall in the category of people in the age bracket of 20 to 30 years. All casual staff are between 20 to 40 years of age and not above. Only 6% of the entire respondents are at 50 years and above

Table 4.2.3 Gender distribution

<b>Designation</b>	<b>Male</b>	<b>Female</b>
Management	6	10%
Casuals	4	6%
Supervisors	13	21%
Operatives	20	32%
Total	43	69%
		20
		31%

Sources: Field survey 2012

It is seen in table 4.2 that majority of members of staff are male as 69% are males. No management staff is female; there are more female casual staff than male.

Table 4.3 martial status of staff

<b>Designation</b>	<b>Single</b>	<b>Married</b>	<b>% of marital single</b>	<b>Status to married</b>
Management	1	5	2%	7%
Casuals	9	2%	13%	3%
Supervisors	4	2	6%	19%
Operatives	19	13	30%	16%
Total	33	30	51%	45%

Sources: Field survey 2012

Table 4.3 reveals that 45% of the respondents are married of this figure, top management and supervisor accounted for 26% (7% +9%) of the respondents who are married, while married persons in the category of operatives represents 16% of the respondents. Overall, married workers other than management accounts for 38% of the respondents. However, only 3% of all respondents in the category of casual are married.

#### **4.1.3 PRESENTATION ACCORDING TO KEY RESEARCH QUESTION**

Table 4.4 perceived barriers to unionization

<b>Type</b>	<b>No of respondents</b>	<b>% of respondents</b>
Management's disapproval	31	49%
-Unwillingness and no perceived need for unions	10	16%
-Fear of victimization by officials	20	31%
-Lack of information of existing unions	2	3%
Total	63	100%

Sources: Field survey 2012

Table 4.4. Shows the worker's perceived barriers to effective unionization. 49% of the respondents believe that managements' disapproved and lack of encouragement to the existence of union is a hurdle to them, close to this figure is the 31% of the respondents that believe that the fear of victimization. 16% of the respondents see the unwillingness of workers and lack of perceived need for unions, as being responsible for the inexistence of unions in the hotel, while 3% see the lack of information on the existence of unions as a harrier to unionization.

Invariably, most of the workers have the urge to unions and are adequately educated on the benefits of unionization or would at least have experienced this benefit through the room dynamism between employees, but see management and management instituted obstacles as barriers to effective unionization.

Table 4.5 criteria for promotion and advancement

<b>Criteria</b>	<b>No of respondents</b>	<b>% of respondents</b>
-connections/family ties with management	31	49%
-years of service	15	24%
-dedication to work, good performance (etc)	17	27%
Total	63	100%

Sources: Field survey 2012

Workers in the establishment perceived connection and family ties with members of top management as being fundamental to their promotion and advancement, this group represents about 49% of the entire respondents. Almost equal number of respondents see years of service and dedication to work as being instrumental to

promotion and advancement in this organization, as can be seen from the 51% + 27% of workers in this group.

Table 4.6 Number of people that left the hotel in the past year (relevant range)

<b>Number</b>	<b>No of respondents</b>	<b>% of respondents</b>
1 to 5 persons	21	33%
5 to 10 persons	36	57%
Above 10 persons	6	10%
No me at all	0	-
Total	63	100%

Sources: Field survey 2012

There is visibly a high employee turnover rate as 33% of the respondents believe that between 1 to 5 persons left the organization in the past year or for the period they have worked in the organization.

57% of the entire respondents are of the opinion that between 5 to 10 people left the organization within the same period, while 10% of these respondents believe that above 10 persons took exit out of the organization with the same period.

Table 4.7 management's involvements in training and development

No in Questionnaire	No of Respondents	Yes		No	
		No of Resp	% of Resp	No of Resp	No of Resp
22	63	4	6%	59	94%
23	63	1	2%	62	98%

Sources: Field survey 2012

Majority of the entire respondents have neither taken any other form of formal training or development privately nor with the assistance of the hotel outside their initial skills or qualifications upon which their selection was based. This is as seen from 94% of all

respondents who asserted that they had not undergone any training organized by the hotel, while an even larger number 98% noted that they had not undergone any formal training outside the hotel that was sponsored by the hotel.

Table 4.8 Respondents opinion on whether payment is commensurate with efforts.

<b>Designation</b>	<b>Disagree</b>		<b>Agree</b>	
Management	6	10%	0	0%
Casuals	28	44%	1	2%
Supervisors	15	24%	2	3%
Operatives	11	17%	0	0%
Total	60	95%	3	5%

Sources: Field survey 2012

Table 4.8 Shows that as high as 95% of the respondents think that payment is not equal to the efforts they put in. it is seen that no management or operative staff think that their effort is commensurate with efforts they put in.

## **4.2 ANALYSIS BASED ON RESEARCH HYPOTHESIS**

Apart from the research questions, employees are analyzed above, some hypothesis will be tested below.

### **Hypotheses one**

Ho: Employee payment packet and benefits are not equal to the efforts they put in.

HA: Employee payment packet and benefits are equal to the efforts they put in.

<b>Designation</b>	<b>Response</b>		
	<b>Disagree</b>	<b>Agree</b>	<b>Total</b>
Management	0	6	6
Operatives	0	11	11
Supervisors	2	15	17
Casuals	1	28	29
Total	3	60	63

Sources: Field survey 2012

Using chi-square formula-

$$\chi^2 = \frac{(O-E)^2}{E}$$

Where O = observed frequency  
 E = expected frequency

Also,

$$E = \frac{(\text{Row total})(\text{column total})}{\text{Grand total}}$$

$$\text{Degrees of freedom} = (r-1)(c-1) = (4-1)(2-1) \\ = 3$$

Level of significance  $\alpha = 0.05$   
 Chi-square tabulated,  $\chi^2_{+}=7.82$   
 Calculation of the expected frequencies

$$E_{11} = \frac{6 \times 3}{63} = 0.29 \quad E_{12} = \frac{6 \times 60}{63} = 5.71$$

$$E_{21} = \frac{11 \times 3}{63} = 0.52 \quad E_{22} = \frac{11 \times 60}{63} = 10.48$$

$$E_{31} = \frac{17 \times 3}{63} = 0.81 \quad E_{32} = \frac{17 \times 60}{63} = 16.19$$

$$E_{41} = \frac{29 \times 3}{63} = 1.38 \quad E_{42} = \frac{29 \times 60}{63} = 27.62$$

Observed and expected frequencies

<b>Designation</b>	<b>Disagree</b>	<b>Agree</b>	<b>Total</b>
	0	E	
Management	0	0.29	6
Operatives	0	0.52	11
Supervisors	2	0.81	15
Casuals	1	1.38	28
Total	3		60
			63

Sources: Field survey 2012

$$\chi^2_c = \frac{(0-E)^2}{E}$$

$$= \frac{(0-0.29)^2}{0.29} + \frac{(6-5.71)^2}{5.71} + \frac{(0-0.52)^2}{0.52}$$

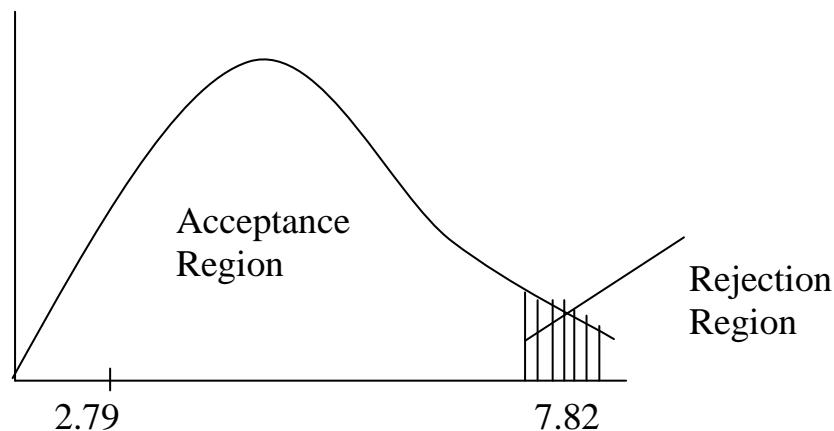
$$+ \frac{(11-10.48)^2}{10.48} + \frac{(2-0.81)^2}{0.81} + \frac{(15-16.19)^2}{16.19}$$

$$+ \frac{(1-1.38)^2}{1.38} + \frac{(28-27.62)^2}{27.62}$$

$$= 0.29 + 0.0147 + 0.0147 + 0.52 + 0.0258 + 1.7483$$

$$+ 0.875 + 0.1047 + 0.0052$$

$$\chi^2 = 2.79$$



Conclusion: since the  $\chi^2$  (lies under, the acceptance region, the researcher should accept the null hypothesis and thus conclude that the employee payment packet and benefits are not equal to the efforts the workers put in.

## Hypotheses Two

$H_0$ : Management does not encourage their workers to unionize.

$H_A$ : Management encourages their workers to unionize.

Designation	Disagree	Agree	Total
Management	2	4	6
Operatives	2	9	11
Supervisors	3	14	17
Casuals	5	24	29
Total	12	51	63

Sources: Field survey 2012

Calculation of expected frequencies

$$E_{11} = \frac{12 \times 6}{63} = 1.14, \quad E_{12} = \frac{5 \times 6}{63} = 4.86$$

$$Ex_1 = \frac{12 \times 11}{63} = 2.09,$$

$$E_{22} = \frac{51 \times 11}{63} = 8.90, \quad E_{31} = \frac{12 \times 17}{63} = 3.23$$

$$Ex_{32} = \frac{51 \times 17}{63} = 13.75,$$

$$E_{41} = \frac{12 \times 29}{63} = 5.52, \quad E_{42} = \frac{51 \times 29}{63} = 23.48$$

### Observed and expected frequencies

<b>Designation</b>	<b>Disagree</b>	<b>Agree</b>		<b>Total</b>
	0	E	0	E
Management	2	1.14	4	4.86
Operatives	2	2.09	9	8.90
Supervisors	3	3.23	14	13.75
Casuals	5	5.52	24	23.48
Total	12		51	63

Source: field survey 2012

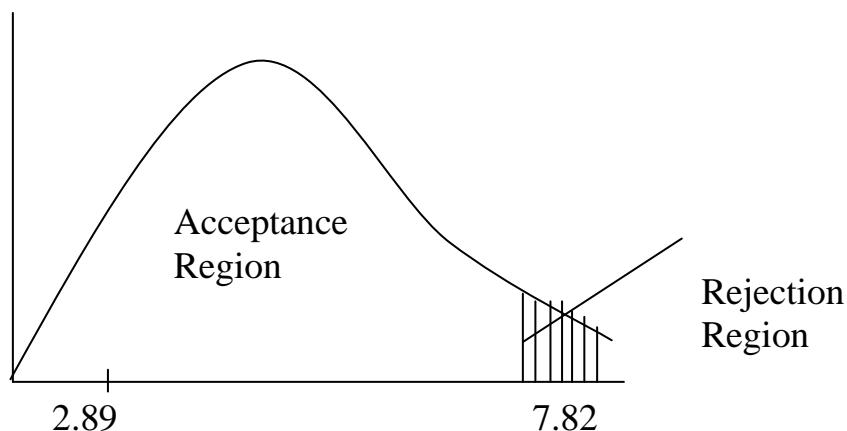
$$\chi^2 C = \frac{(O-E)^2}{E}$$

$$= \frac{(2-1.14)^2}{1.14} + \frac{(4-4.86)^2}{4.86} + \frac{(2-2.09)^2}{2.09}$$

$$+ \frac{(9-8.90)^2}{8.90} + \frac{(3-3.23)^2}{3.23} + \frac{(14-13.75)^2}{13.75}$$

$$+ \frac{(5-5.52)^2}{5.52} + \frac{(24-23.48)^2}{23.48}$$

$$= 0.6488 + 0.1522 + 0.0011 + 0.0164 \\ + 0.0045 + 0.0489 + 0.0115 = \chi^2 C = 0.89$$



Conclusion: Since X<sub>2C</sub> rests under the acceptance region, the researcher should accept the null hypotheses. Therefore, management and their victimization does not encourage workers to unionize.

### **Hypotheses three**

Ho: workers morale and motivation to work is negatively influenced by the payment and benefits they receive.

HA: Worker morale and motivation to work is not negatively influenced by the payment and benefits they receive.

<b>Designation</b>	<b>Disagree</b>	<b>Agree</b>	<b>Total</b>
Management	1	5	6
Operatives	8	3	11
Supervisors	13	4	17
Casuals	20	19	29
Total	42	31	63

Source: field survey 2012

Calculation of expected frequencies

$$E_{11} = \frac{42 \times 6}{63} = 4.00, \quad E_{12} = \frac{31 \times 6}{63} = 2.95$$

$$E_{21} = \frac{42 \times 11}{63} = 7.33, \quad E_{22} = \frac{31 \times 11}{63} = 5.41$$

$$E_{31} = \frac{42 \times 17}{63} = 11.33, \quad E_{32} = \frac{31 \times 17}{63} = 8.37$$

$$E_{41} = \frac{42 \times 29}{63} = 11.33, \quad E_{42} = \frac{31 \times 29}{63} = 14.26$$

### Observed and expected frequencies

<b>Designation</b>	<b>Disagree</b>	<b>Agree</b>	<b>Total</b>
	0 E	0 E	
Management	1 4.00	5 2.95	6
Operatives	8 7.33	3 5.41	11
Supervisors	13 11.33	4 8.37	17
Casuals	14 19.33	15 14.26	29
Total	36	27	63

Source: field survey 2012

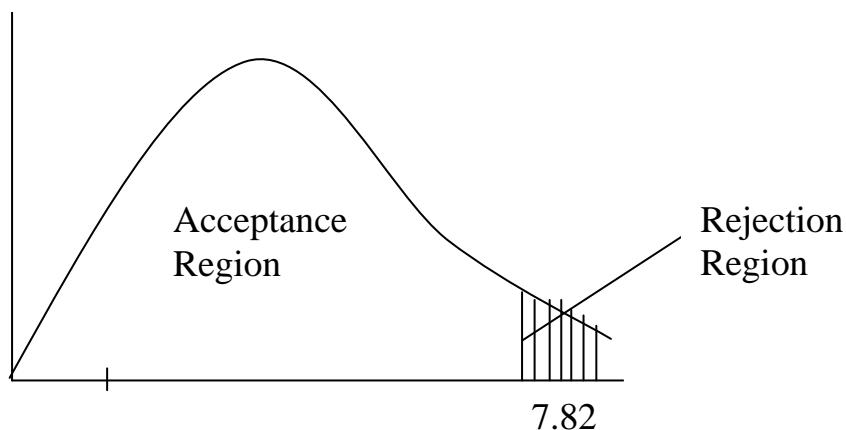
$$\chi^2 C = \frac{(O-E)^2}{E}$$

$$= \frac{(1-4.00)^2}{4.00} + \frac{(5-2.95)^2}{2.95} + \frac{(8-7.33)^2}{7.33} + \frac{(3-5.41)^2}{5.41}$$

$$+ \frac{(13-11.33)^2}{11.33} + \frac{(4-8.37)^2}{8.37} + \frac{(20-19.33)^2}{19.33} + \frac{(17-14.26)^2}{14.26}$$

$$= 1.7215 + 2.2976 + 0.4649 + 0.6208 + 1.1147 + 1.4848 + 0.3986 + 0.5314$$

$$\chi^2 c = 8.63$$



Conclusion: since  $\chi^2 C > \chi^2 t$  (ie)  $8.63 > 7.82$ , and thus lies in the rejection region, then the null hypotheses is rejected by the researcher, which then implies that workers morals

and motivation to work is not negatively influenced by the payment and benefits the workers receive.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, RECOMMENDATION AND CONCLUSION

This chapter provides a summary of findings from the research and conclusion drawn.

The researcher will bring to focus his findings and recommendations where necessary.

#### 5.1. SUMMARY OF FINDINGS

This study aims at appraising and exposing the level of the practice of management in an industry where personnel matters are yet to be given wide coverage problem as a consequence of our ignorance of the potential in this industry. The study was conducted on a population of the Royal Palace Hotel, Enugu.

To achieve the object of the research work, the researcher postulated three functional hypotheses and obtained useful data through primary and secondary sources, and administered questionnaires on the sample staff as well as the use of direct interview and observations. Further, the data was collected, analyzed and validated by the use of percentages and chi-square ( $X^2$ ) statistical tools.

Drawing from the preceding chapters, results of the findings showed that a high majority of the workers in this industry are ignorant on pay determination method which shows that management does not involve workers in the machinery or the mechanics of payment determination, invariably, payment is determined probably by the whim of management or through some unorthodox means; as well as through favoritism. This last point also seems to be the criteria for promotion and advancement as noted by most

respondents in this study. It was also discovered that management does not employ workers who have first degrees and above and who tend to be more qualified as most of the workers in the hotel of study (45%) are in this category. This also shows that employment also could be done by ties with management and probably by retention of experienced but less educated workers.

Apart from the fact that in this hotel, the worker's role is reduced to that of rigid adherence to rules, regulations and methods of payment determination of which he is not part of, there is virtually no machinery for workers to fight against the exercise of authority by management and for the resolution of grievance and disputes respectively. Management thus seems to be questioning the behavioural scientists assertion that organization methods and objectives in dissonance with that of the worker stands unfulfilled, with respect to this, most of the respondents (45%) believe that the objective by management that unions be formed is a big barrier to the collective bargaining and involvement of workers in fighting for their right and entitlements. Added to this, is the fear of victimization of workers by management for their involvement in unions. Also noteworthy to state that this hotel stated operation in 1983, while the state council (chapter) of the workers unions was launched in 1984 and that since then, management has been adamant to the existence of unions in the establishment.

It was also discovered in the study, that the payment and entitlements of workers, does negatively influence their morals and dedication to work. This is seen from the

respondents (43%) that affirmed this assertion, which shows that the hotel management has not done enough to motivate its workers, knowing fully well that its workers are its greatest asset.

In addition to the above short comings in the hotel and catering industry, it was discovered that management is not involved in the development of their human resource which by the nature of their business, are the foremost interface between the organization and its customers. This is based on the fact that between 91 and 97% of the respondents in this study claimed not to have had any formal training or development programmes directed at them privately or sponsored by the hotel, regardless of the fact that a catering institute has evolved as part of the hotel organization.

Finally, most workers in this study find their job quite interesting and challenging, yet majority of them would willingly and readily leave their present jobs, when they were asked if they would leave their jobs, when they find more attractive jobs. Some indicated that they would want to leave because they think they have a job scarcity problem as they could be sacked should the fortunes of the hotel dwindle. Some would want to leave if they should find better jobs with good motivation and entitlements, following their opinion that they are not receiving enough motivation, and most especially according to them, their take home payment and benefits is not commensurate with the efforts they put in, as seen from the 95% that attested to this issue.

Based on the results of the analysis and testing of the three (3) postulated hypotheses the researcher accepted the hypotheses of the 1<sup>st</sup> and second hypotheses and rejected that of the 3<sup>rd</sup> hypothesis. This also implies that workers effort is not commensurate with the payment packet and benefit they receive. Yet, as seen in hypotheses three, the workers motivation and determination to keep working for the good of the establishment poor payment packet. Management's victimization and anti-unionization stand has been upheld by the researcher's acceptance null hypotheses as seen in hypotheses two.

### **5.3 CONCLUSION**

In the course of this research, number of findings has been made and the following conclusions were reached:

- a. That workers in the industry are very willing and determined to work for the good of the hotel they work in, notwithstanding their poor payment packet and entitlement package as a majority of them are not negatively influenced by it.
- b. That the working conditions obtainable in the industry by way of management's motivation is quite unsatisfactory relative to the efforts the workers put in.
- c. Management has stifled the existence of union's use of strikes to drive home grievances in the hotel under study by their disapproval of existence of such union and the instilling of the fear of victimization in the minds of their workers.

- d. Adjustments in payments and benefit package by way of payment rise (etc) has not been driven by changes in economy.
- e. Development of human resource by hotel managers has not been deemed sensible and paramount by them as they have shied away from organizing training programmes for their workforce.
- f. Clear cut personnel policies seem to be non-existent as workers are not involved in payment determination methods but rather driven by whim of management.

### **5.3 RECOMMENDATIONS**

The research is of the opinion that considerable discoveries were made and based on this, recommends follows:

- a) Hotel managers should be ever willing to encourage it's workers who are bent on giving their very best for the good of the hotel, by strengthening the take home payment of its workers as other entitlements.
- b) Further studies on human resource management should be done since Nigeria is endowed with many tourist attractions. It is thus logical for one to assert that the bed rock of any tourism industry is the service industries that back up this tourist attraction, and undoubtedly, hotels come first in the order of priority when tourism development is a subject. The further study suggested, is to expose in the process any further deficiencies which this study as a result of its scope is incapable of identifying.

- c) A good and healthy working environment between management and workers can be made possible by the management not instilling fear of victimization and unionization has much more benefits to them than any possible disadvantage.
- d) The employer's federation in the industry should take cognizance of the fact that their biggest assets are their staff. Efforts should be made at polishing and increasing the quality of these staff through some combined efforts on motivation, training and development.
- e) A system of reciprocal adjustment of compensation in line with indicators in the economy in general should be adopted by hotel managers. It would be unwise and inhuman to that as profits of hotels keep on rising, the worker's compensation package remains stagnant against the backdrop of rising costs of living, healthy and others necessities of life. Workers efforts should also be put into consideration.
- f) Broad personnel policies should be embraced by hotel industry employers to ensure that there is a frame of reference for all managerial actions relating to personnel, avoiding in the process the determination of issues on personnel arbitrarily.

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