

Effects of Human Resource Training and Development on Productivity in Nigerian Hospitality Industry

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Abstract

The need for high productivity to address the socio-economic challenges has been the target of nations globally. Meeting this target needs competent human capital that would utilize available resources maximally. This research titled “Effects of Human Resource Training and Development on Productivity in Nigerian Hospitality Industry” is written to critically ascertain the extent to which training and development has improved productivity in the hospitality industry. The researchers elicit data from both secondary sources and primary sources like questionnaire, interview and observation. The population of the study was 482 from which a sample size of 98 was selected. The methods of data analysis used are simple percentage and other statistical method. The paper concludes that the hospitality industry in Nigeria could be improved through training and development of human resources. Thus, the paper recommends that hospitality industry should prioritize training and development of their employees by injecting more funds into such human resource programmes so as to ensure improved productivity.

Key words: Training, Development, Human Resource, Hospitality Industries, Productivity.

Introduction

The objectives of every organisation, whether manufacturing or service rendering organizations, require a fundamental pulling of human, material and financial resources to accomplish the desired organizational output. However, all other resources cannot be properly articulated for the actualization of the desired goal without the support of human resources therefore, Likert cited in (Ezeani, 2006) states that: all activities of any establishment are initiated and determined by the persons who make that institution. Plants, offices, computers, automated equipments, will be unproductive except with human effort. The development of any organization depends largely on its human resources. Therefore, management is conceptualized as the process of achieving the goals of the organization by utilizing people and other resources, (Everald and Shilt, 1979 cited in Uyi ,2002).

Recruitment of employees into the organization is carried out not only to hire the right calibre of employees but to fill the vacant positions. But, the employees even though they are made to pass through the rigorous processes so that the organizational culture, norms and objectives could be internalized to ensure that organizational productivity is maximized, Jerling (1996) opined that training and development of employees is an important management tool used to maximize the potential capabilities of the employees to yield maximum output. Nwachukwu (2006) also posits that training of employees could aid businesses to meet the ever increasing challenges and high competitiveness for productivity.

Since training and development include all attempts to increase productivity by increasing an employee’s ability to perform better, its importance need not to be under-rated as cost of training employees is obviously an investment to the organization. Though, hospitality industry is a broad category of field within the service industry that includes lodging, restaurant,



event planning, transportation etc. The researchers shall focus on hotel as an aspect of the industry. Training of employees in the hospitality industry would enhance better service delivery and improved productivity.

Statement of the problem

Training and development of employees are essential activities needed by all organizations considering the ever demanding technological improvement, innovation, and technical advancement by hospitality industry. Therefore, there is every need to address these challenges by recruiting and training the employees to improve high productivity. However, the hospitality industry have been the constraint due to lack of interest to fund training project, employees inefficiency to cope with training need and lack of personnel to carry out such training.

It is, therefore, pertinent to address these limitations in order to meet up with the desired target of having efficient and skillful employees that will be productive and accomplished the desired goal in the hospitality industry.

Objectives of the study

This research is specifically designed to assess the impact of training and development of human resource in the hospitality industry. Generally, the research will also:

- i. Ascertain the extent to which training and development of human resource have improved productivity.
- ii. Evaluate the relationship between human resource training, development and productivity.
- iii. Make recommendations that will improve sound manpower competitive ability.

Research Proposition

Training and development of employees is pivotal to the development of the hospitality industry in Nigeria.

Scope of the study

Though, the concept of training and development is so broad and significant to the continuous survival of any organization. The hospitality industry is service oriented and constantly required customers satisfaction, the researchers shall limit the study to some selected hotels in Idah Local Area of Kogi State, Nigeria.

Hypotheses

Ho: Hospitality industry does not contribute to the socio-economic development of Nigeria.

Hi: Hospitality industry does contribute to the socio-economic development of Nigeria.

Ho: Human resource training and development do not improve productivity in the hospitality industry.

Hi: Human resource training and development do improve productivity in the hospitality industry.

Conceptual Clarification

Human resources mean the employees of an organization. It has been proved by various scholars as the most vital aspect of management; manpower could be used interchangeably as human resources, human capital, personnel, employees etc. Ejete-Iroh, Chukwuemeka and Jasper (2010) opined that human resources are the most important assets of every organization as policies and programmes of the organizations are solely integrated and articulated by them towards achieving the desired organizational goals. Training is simply a systematic process of changing the behaviour, knowledge and or motivation of employees in a direction to increase their effectiveness and organizational goal achievement (Ajibua and Ayeni 2001).

Nwachukwu (2006) sees training as an organizational effort aimed at helping an employee to acquire basic skills that would help in performing assigned tasks. Onoja (2002) collaborated with Wanzere and Ward (2000) that a development is a process aimed at influencing the knowledge as well as attitude of staff in order to enable them perform optimally on their jobs. Training and development is a holistic mechanism designed to influence the employees towards goal achievement, Mali (1978) cited in Nwachukwu (2006) sees productivity as a measure of how well resources are brought together in organizations and harnessed for maximum efficiency. Ogbunbamowo (2000) and Ohinmorin (2003) see productivity as the relationship between output generated by the production of service and input provided to increase this output. The hospitality industry is a several billion industry globally that mostly depends on the available of leisure time and disposable income. A hospitality unit such as restaurant, hotel, amusement etc carries out facility maintenance, direct operations, bartenders and their effective functioning depends mostly on management, marketing and human resources. Therefore, it is pertinent to say that human resource training and development is a core aspect of guaranteeing organizational survival and better customer satisfaction.

Theories Relating to Training and Development

Although, training is mostly designed for non-managers, it generally covers short-term technical and mechanical skills intended to improve the performance of both managerial and non-managerial personnel alike. In the past, it was wrongly assumed that training was meant for non-managerial staff only but, since the advent of information technology and knowledge economy characterized by technological changes and attendant re-engineering of organizational structures and rationalization of employment, training has come to take a wider meaning as any other level of employee may need one kind of training or another in the course of his career and work life (Yalokwu, 2006).

Training is defined as a short-term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose (Skinner, 1969). The term development in this context refers broadly to the nature and direction of change induced in employees as a result of educational and training programmes. Development is managerial in nature and is a career focused. According to the National Industrial Conference Board (1961) cited in Yalokwu (2006), management development is all those activities and programs, which when recognized and controlled have a substantial influence in changing the capacity of the individual to perform his present assignment better and in so doing are likely to increase his potential for future management assignment (<http://www.researchgate.net/publication/256116900>).



In that respect, training and development seems to be a continuous phenomenon, training emphasizing technical and manual skills at one extreme and development emphasizing philosophical and creative skills at the other extreme. Consequently, the hospitality industry will be able to meet its competitive challenges through the instrumentality of training and development of human resources.

Need for Training and Development in Hospitality Industry

It is important that all employees be inducted into training and development programmes in order to improve their job related knowledge, skills and performance. The need for training and development in hospitality industry as noted by Yalokwu (2006), Sentoo (1997) and Ezeani (2006) are given thus:

- i. Increased productivity:** Adequate human resource training and development increases skill, which improves the quality as well as quantity of output, this result to increase in the level of performance.
- ii. Improvement in employee morale:** Training and development improves needed skills, which builds up confidence and satisfaction. This in turn develops enthusiasm and pride, which are indicative of high morale.
- iii. Availability of skilled workforce for future personnel needs of organization:** Good training and development programmes develop employees and prepare them for future managerial and executive responsibilities positions. Accordingly, when the need arises for personnel changes, the internal sources can be utilized more effectively (<http://www.yourarticlelibrary.com/management>).
- iv. Improvement in health and safety:** Proper training and development programme can help prevent industrial accidents and create a safer work environment, since experience and knowledgeable workers are less prone to accidents.
- v. Reduced supervision:** Trained employees supervised themselves, they are responsible and expect more freedom and autonomy and less supervision. This, therefore, promotes the spirit of participation and teamwork in hospitality industry.
- vi. Personal growth:** Training and development programmes give the participants a wider awareness, a sense of self-satisfaction and fulfillment, an enlightened perspective and value system that support personal growth.
- vii. Organizational stability:** Training and development programmes can foster the initiative and creativity of employees, which increase the sense of inquisitiveness and improved skills as it prevents manpower obsolescence. There is no greater organizational asset than that of trained and motivated employees (<http://www.yourarticlelibrary.com/management>).

Research Methodology

The study was conducted in Idah Local Government Area of Kogi State Nigeria. The researchers, however, focused on employees of some selected hotels. Questionnaires were administered to the respondents while some were also interviewed. The variables used for the questionnaire include personal data and research questions. The variable is expected to explore the salient aspect that relates to training and development in the hospitality industry. A total

number of 98 questionnaires were distributed, but only 82 were returned giving response rate of 84%.

Study Area

Idah Local Government Area is on the Eastern Bank of the River Niger, the Middle Belt Region of Nigeria. The Local Government Area was created in 1976 and has a landmass of 39.79 square kilometers. It has a population of 79,815. More so, Idah Local Government Area is the traditional headquarter of the Igala Kingdom and the seat of the Atta Igala. Its landmass formerly extended to Ibaji, Igalamela/Odolu and Ofu Local Government Areas until these areas were cut off due to the creation of new Local Government Areas in Nigeria.

Research Design

The research adopted the social survey techniques for the study. The design involves collecting data through questionnaire. This method is flexible and affordable and it also gives the respondents a high level of courage owing to the fact that they could respond objectively to the questionnaire without any undue influence either on the part of the management of their organization or of the researchers. Therefore, the researchers adopted 99% confidence level for the study.

Table I: Respondents Highest Educational Qualification

Variable	Frequency	Percentage (%)	Cumulative percentage (%)
Primary	09	10.98	10.98
Secondary	22	26.83	37.72
ND/NCE	43	52.44	90.16
HND/B.SC	6	07.32	97.48
Others	2	02.44	100.0
Total	82		100.0

Source: Field Research (2014)

Most of the respondents had ND/NCE respectively with a total of 43 (52.44%) as shown in table 1 above, 22 (26.83%) had Secondary education, 9 (10.98%) had primary education, 6 (7.32%) had HND/B.Sc respectively while 2 (2.44%) had other educational qualification.

Table II: Respondents Religion

Variable	Frequency	Percentage (%)	Cumulative Percentage (%)
Christianity	41	50.00	50.00
Islam	39	47.56	97.56
Others	02	02.44	100.0
Total	82		100.0

Source: Field Research (2014)

Most of the respondents are Christians with a total of 41 (50%), while 39 (47.56%) are Muslims and 2 (2.44%) are of other religious practices.

Table III: Respondents Marital Status

Variable	Frequency	Percentage (%)	Cumulative Percentage (%)
Single	53	64.63	64.63
Married	27	32.93	97.56
Divorced	0	0	97.56
Widowed	02	02.44	100.0
Total	82		100.0

Source: Field Research (2014)

Most of the respondents are single with a total of 53 (64.63%), while 27 (32.93%) are married, none of the respondent were divorced and 2 (2.44%) are widowed.

Table IV: Respondents length of service.

Variable	Frequency	Percentage (%)	Cumulative Percentage (%)
1 – 5 years	30	36.59	36.59
6 – 10 years	41	50.00	86.59
11 – 15 years	07	08.54	95.13
Above 15 years	04	04.88	100.0
Total	82		100.0

Source: Field Research (2014)

Most of the respondents have been working between 6 – 10 years with a total of 41 (50%), while 30 (36.59%) between 1 – 5 years, 7 (8.54%) between 11 – 15 years and 4 (4.88%) above 15 years.

Table V: Data Presentation and Analysis

S/No	Variable	Number of Respondents (N)					No. of Respts.	Total score	Mean(x)	Decision
		SA	A	U	D	SD				
		5	4	3	2	1				
1	Hospitality industry does not contribute to the socio-economic development of Nigeria.	10	12	11	19	30	82	199	2.43	Rejected
2	Training and development will not improve productivity in the hospitality industry.	15	10	9	25	23	82	215	2.62	Rejected
3	Employees will be motivated if they are sent for training and development programme.	39	23	10	6	4	82	333	4.06	Accepted
4	The hospitality industry needs to upgrade their facilities for higher productivity.	28	34	8	7	5	82	319	3.89	Accepted
5	There is need to improve the reward package of the employees.	35	20	12	9	6	82	315	3.84	Accepted

Source: Field Research (2014)

Decision Criterion: The five point Likert scale was used for the analysis. The “agree and disagree” response patterns were employed, and weights were assigned to responses as shown in table V above. The decision rule was to accept any element with mean score of 3.5 above, and reject those with less than 3.5.

Discussion of Result

From table V above, item 3, 4 and 5 were accepted since they have mean value of 3.5 above, while item 1 and 2 were rejected because they have mean value below 3.5. Therefore, the researchers present the following findings:

- i. Hospitality industry contributes to the socio-economic development of Nigeria.
- ii. Training and development will improve productivity in the hospitality industry.

- iii. Employees will be motivated if they are sent for training and development programme.
- iv. The hospitality industry needs to upgrade their facilities for higher productivity.
- v. There is the need to enhance the reward package of the employees.

Suggestion for further studies

Though, the researchers have been able to articulate the salient role of training and development to the hospitality industry. Emphasis was laid to a particular sector (hotels); further research could be carried out in other areas to create a balance in the research concept.

Conclusion

From empirical evidence and feedback from the respondents, the paper has revealed the significant role of training and development in hospitality industry vis-à-vis the socio-economic impact of the hospitality industry to the nation. If the intellectual capabilities of the employees are harnessed and conducive working environment created, there will be improved service delivery and better customer satisfaction in the hospitality industry.

Recommendations

Though, it has been established that training and development programme play a significant role in the hospitality industry, nevertheless, the paper recommends that:

1. Work ethics and service delivery should be given utmost priority in the hospitality industry so as to internalize such culture in the employees.
2. Training and development programme should be allowed to flourish through adequate funding of the programme and every employee should be given equal opportunity to benefit.
3. The human resource departments of the hospitality industry should draw out an articulated training and development policy so as to be able to avoid the risk of losing its employee to other sectors after being sent on training.
4. The employees in the hospitality industry should be adequately motivated through adequate, fair and commensurate reward system in line with their acquired skills.
5. Periodic review of the programme should be carried out to ascertain the extent to which the programme have been successful with view to reviewing it where and when necessary.
6. The infrastructural facilities in the hospitality industry should be upgraded so as to provide conducive work atmosphere for employees and customers towards greater productivity in the industry.

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Appendix

ORGANIZATIONAL CHART OF A TYPICAL HOTEL

BOARD OF DIRECTORS												
GENERAL MANAGER												
RESIDENT MANAGER												
Human Resource Director	Chief Engineer	Financial Controller		Security Director	Food and Beverage Director				Director Sales and Marketing	Rooms Division Manager		
		Purchasing Manager	Asst. Contoller	Asst. Security Director	Exec. Chef	Asst. F & B Direc.	Exec. Steward	Catering Director	Sales Director	Executive House Keeper	Front Office Manager	Guest Relaxation Manager
		Food/Beverage Controller	Auditor		Sous Chef	Restaurant Manager	Asst. Steward	Catering Sales Manager	Public Relations Director	Asst. Executive House Keeper	Asst. Front Office Manager	Guest Relations Executive
		Store Room Manager	Credit Manager		Banquet Chef	Room Service Manager		Banquet Manager	Convention Service Manager		Reservation Manager	
			Accounts Manager		Pastry Chef			Asst. Banquet Manager			Chef Operator	
			Account Payable Manager								Night Manager	
			Pay Master								Service Manager	
			Head Cashier									

Source: media.wiki.com/ugd. set up my hotel.com.