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RECRUITMENT, SELECTION AND RETENTION OF
HUMAN RESOURCES IN SELECTED HOTELS IN ACCRA,
KUMASI AND CAPE COAST

BY

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Management of the Faculty of Social Sciences, University of Cape
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Doctor of Philosophy degree in Tourism

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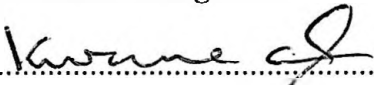
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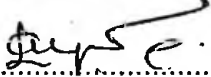
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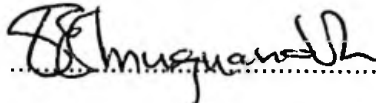
We hereby declare that the preparation and presentation of this thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

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ABSTRACT

Hotel services are crucial for Ghana's tourism industry; they are labour intensive and require employee contact with customers. This makes human resources key to hotel operations. However, it is difficult to get the right employees. This thesis therefore examined how hotels in Accra, Kumasi, and Cape Coast recruit, select, and retain their employees.

Data was obtained through a combination of survey and in-depth interviews. A multi-stage sampling procedure was used to select 360 managers for the survey whilst simple random sampling was used to select 10 managers for in-depth interviews. Factor analysis, analysis of variance, Chi-square and descriptive statistics were employed to analyse the data.

The study found that the employee attributes relevant for hotel work were the ability to work in teams, medical fitness, and communication skills. Equally important sources of recruitment were reference to contacts, employee referrals, and walk-in. In addition, application forms, interviews, and personality of applicants were popular selection methods, but the retention strategies were training, job design, and good work environment.

The study recommends that hotels make use of campuses of educational institutions to recruit employees, using selection tools like aptitude tests and telephone manners. Finally, competitive wages, salaries, and employee empowerment are recommended as retention strategies.

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I also wish to thank the management and staff of Ghana Tourist Authority, head office and the regional managers in Greater Accra, Ashanti and Central Regions. In addition, I acknowledge the support of the management and staff of the various hotels who participated in the survey for their cooperation and kind assistance throughout my data collection.

DEDICATION

To my mother through whose sacrifice and guidance I have come this far.

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LIST OF ACRONYMS

ANOVA	Analysis of Variance
AU	African Union
CIPD	Chartered Institute of Personnel and Development
ERP	Economic Recovery Programme
FM	Frequency Moderation
GDP	Gross Domestic Product
GMMB	Ghana Museums and Monumnet Board
GTA	Ghana Tourism Authority
GTB	Ghana Tourist Board
HRM	Human Resource Management
ICT	Information Communication Technology
MGDs	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
PCA	Principal Component Analysis
UNDP	United Nations Development Programme
UNESCO	United Nations Educational Scientific and Cultural Organisation
UNWTO	United Nations World Tourism Organisation
USD	United States Dollar

CHAPTER ONE

INTRODUCTION

Background to the study

The tourism industry has become one of the world's most important and fastest growing industries. It contributes immensely to the economies of many countries through employment, tax revenue, and foreign exchange earnings (Holjavec, 2003; Powers & Barrows, 2003). Tourists also benefit from the industry because it offers an opportunity to relax, recuperate, have interaction with different social groups, strengthen family ties, and learn, amongst others (Bhatia, 2001). The growth in the tourism industry is manifested in worldwide arrivals which have consistently been increasing since 1990 when there were 450 million travellers earning US\$250 billion and is estimated to reach 2 billion arrivals generating over US\$3 trillion by 2020 (UNWTO, 2006).

The critical role of tourism in achieving several of the Millennium Development Goals such as employment opportunities and poverty alleviation as stressed by the United Nations World Tourism Organisation (UNWTO, 2006), has compelled many developing countries to view tourism as a tool for economic development (Saffu, Apori, Elijah-Mensah & Ahumattah, 2008). This has led some commentators to describe tourism as the largest voluntary transfer of cash from the rich to the poor, from the 'haves' to the 'have nots' (Lelaulu, 2007).

Consequently, governments are being encouraged to develop the tourism industry as a means of diversifying and regenerating their poor economies. Examples of developing countries where tourism has made significant contributions to the Gross Domestic Product (GDP) are Costa Rica, Cuba, Thailand, and Bermuda (Anderson Hotel Survey, 2001).

This great potential of tourism to boost the economies of countries led African leaders to identify the development of the industry for economic advancement of the continent (NEPAD, 2001). Most African governments have therefore instituted measures to increase earnings from tourism. This resulted in higher revenues from the sector which outstripped the world average in 2005 (Saffu et al., 2008). In real terms, the arrivals increased from 28 million in 2000 to 40 million in 2005 whilst earnings rose from US\$ 10 billion to US\$21.3 billion (UNWTO, 2006). Incidentally, commodity prices from Africa dropped during this same period (Saffu et al., 2008).

Ghana has also embraced the tourism industry which has now become a major sector of the national economy contributing to employment, opening up of remote areas, tax revenue, and has since 2004 been the third largest foreign exchange earner (GTB, 2007). The growth of tourism is manifest in international arrivals and earnings which increased from 286,000 (US\$ 233.20m) in 1995 to 618,187 (US\$795.01m) in 2005 (GTB 2007). Domestic arrivals have also been increasing over the years and peaked in 2007 with 417,558 arrivals at major destinations (GTB, 2009).

Overview of Ghana's tourism industry

Ghana is one of the countries that encourage the development of tourism since the industry is seen as a crucial tool for poverty reduction, job creation and diversification of the economy (GTB, 2009). At 12 percent annual growth rate, tourism is the fastest growing sector of the Ghanaian economy and the third largest foreign exchange earner (Government of Ghana, 2005). The central location of Ghana in West Africa and the relative peace and stability in the country have made successive governments desirous of making the country serve as the 'gateway' to West Africa. This is likely to increase tourism earnings (GTB, 2009).

Ghana's tourist attractions include her warm tropical climate, the 540 kilometer coastline from Aflao to Axim with pristine beaches which attract tourists for the 4s (sand, sea, sun and sex). Others are the ecological heritage made up of vegetation, wildlife, and waterfalls. The Kakum National Park, Mole National Park, the monkey sanctuaries in the Brong Ahafo and Volta Regions are major attractions for both domestic and international tourists.

Other attractions include Ghana's cultural heritage (comprising of the numerous festivals, dances, crafts, arts, and music) and the historical heritage (which comprises monuments and sites whose popularity derive from pre-colonial history as well as early contact with Europeans). The castles, forts, rivers and markets which were used for slavery attract a large number of international tourists, especially African-Americans. Others are the historical buildings, such as the palaces of chiefs, the historical mosques, the beautiful traditional architecture

and many other attractions. There are many conference facilities which include the Accra International Conference Centre which hosted the African Union (AU) Summit in 2007, and the four world class sports stadia which hosted the Africa Nations football cup in 2008. The Kwame Nkrumah mausoleum in Accra, modern buildings in the major cities, schools and universities also attract both domestic and international tourists.

Ghana's tourism industry is composed of elements in both the formal and informal sectors. The formal sector comprises public institutions involved in the conservation, harnessing and promotion of tourism resources and the nation as a whole for tourist arrivals (Akyeampong, 2007). They include the government of Ghana, the Ministry of Tourism, Ghana's diplomatic missions abroad, Ghana Tourism Authority, Ghana Tourist Development Company, the various sporting bodies, and the traditional rulers. The informal sector is made up of the many small and large businesses producing products that serve tourists. These comprise the accommodation sector, food and beverage sector, transport sector, attractions, intermediaries such as tour operators, and travel agents who facilitate travel.

The accommodation sector include providers of all types of accommodation ranging from home lodgers, hostels, family-owned and managed budget hotels, bed and breakfast hotels, luxury guest houses to star-rated hotels some of which are affiliated to international chains such as Accor, Golden Tulip International and Holiday Inn. As at 31st December 2009, Ghana had 1,611 licensed accommodation units (see Table 1).

Ghana's hotel sector experienced a rapid growth from the early 1980s

when the government introduced the Economic Recovery Programme and Structural Adjustment Programme (ERP/SAP). This resulted in a significant increase in the number of licensed hotels which serve tourists. The increase is an indication of the growth in tourism generally since in many countries including Spain, Sweden, Denmark and Nigeria hotel occupancy statistics is used to measure tourist arrivals (Akyeampong, 2007).

Table 1: Registered hotels in Ghana as at 31st December 2008

Region	5 st.	4 st.	3 st.	2 st.	1 st	Budget	Guest hse	Total
G. Accra	1	4	7	80	73	479	58	702
Ashanti	-	1	2	41	40	168	19	271
Central	-	-	3	7	13	97	8	128
B Ahafo	-	-	1	-	4	72	7	84
Northern	-	-	-	7	4	47	5	63
Eastern	-	-	1	10	8	105	6	130
Western	-	-	3	13	30	67	13	126
Volta	-	-	-	5	8	40	1	54
U East	-	-	-	-	3	35	-	38
U West	-	-	-	1	1	13	-	15
Total	1	5	16	164	184	1123	117	1611

Source: Ghana Tourist Board (2010)

For Ghana to continue to attract more tourists and earn revenue from the industry, it is important that the comfort of tourists is guaranteed. According to Jones and Lockwood (2004), this comfort relates to providing quality attractions,

guaranteed safety and security of tourists, good transport and communication networks and most importantly, reliable hotel, food and beverage services.

Hotel services in tourism

Hotels are establishments whose primary business is to provide lodging, food and beverage, conference, and business facilities for travellers and residents (Wood, 1997). Hotels offer welcoming environment to their guests by making them feel relaxed and conveys an image of service. The focus of the industry is the guest and workers in the hotel industry face the ultimate challenge of providing services that meet the ever-changing demands of guests (Walker, 1999). Most of the services that hotels provide such as greeting the visitor, waitering and room service cannot be substituted by technology and it requires experienced and dedicated employees to provide them. This makes hotel operations labour-intensive (Lai & Baum, 2005). Hotel services are important for tourism because of the following reasons:

Firstly, hotels provide four major services that contribute to the comfort and enhance the hospitality experience of guests at any destination. The services include the provision of accommodation which ensures that travellers get the needed rest after spending the day visiting sites, doing business among others. This explains why majority of tourists spend their nights in hotels (Wood, 1997; Knowles, 1998). Also, hotels provide food and beverage facilities to tourists meeting one of the basic needs of human beings - the need to eat for survival (Der Wagen, 1996). In addition, hotels offer opportunities for residents to socialise,

learn about each other, and explore the world which help to enhance the satisfaction and hospitality experience of tourists (Lai & Baum, 2005). Again, for tourists who spend more than a night in a destination, the accommodation facility provides a 'psychological base' for the other pursuits – leisure, business, etc. (Akyeampong, 2007).

Secondly, research has revealed that accommodation takes up the largest proportion of tourist expenditure. Although the magnitude differs between domestic and international visitors, Matheison and Wall (1982) found out that in the United Kingdom, foreign and domestic visitors spend some 37% and 32% respectively on accommodation. In Ghana, a breakdown of tourist expenditure showed that on the average, accommodation accounts for about 32% of tourist spending (GTB, 2009).

Furthermore, the records of hotel guest occupancy have become a major source of estimating tourist arrivals and international travel statistics in many countries such as Sweden and Denmark (Akyeampong, 2007). Hotel guests are required by law to complete registration forms and the data captured are analysed and used as records of tourists. Accommodation statistics have also been used to identify the different types of tourists who arrive at a destination and the activities they engage in.

Finally, the provision of hotel services generates linkages with other sectors of the economy in a country. These sectors include agriculture, construction, food, beverages, and utility services. For example, an expansion of the hotel sector requires a succession of improvements and expansion of

infrastructure which result in employment and opening up of remote areas. Similarly, local farmers usually take advantage of hotels to produce agricultural goods to feed the visitors (Akyeampong, 2007). Again, the procurement process that arises out of serving the needs of tourists develops entrepreneurial activity in the local economy and ultimately foreign suppliers (Mathieson & Wall, 1982). Therefore, any country wishing to develop its tourism industry needs to have decent hotels.

Characteristics of hotels

Hotel services have some key attributes which require that employees are integrated into the operational delivery of services to ensure the financial viability of the business (Baum, 1995; Mahesh, 1998). These characteristics are: Hotel operations are labour-intensive and requires that employees deliver services to customers. It is also a people-focused business which depends on service delivery and customer satisfaction for success (Nickson, Warhust & Dutton, 2005). Hotel operations also require constant employee interaction with customers and employee performance is quite crucial for success. The services are produced and consumed at the same time (Kotler, Bowens & Makens, 2003). The inseparability of production and consumption makes employees (who deliver the product) key elements of hotel services (Varner, 1978).

Again, hotels operate at all times (twenty four hours a day) and so employees must be prepared to work in unsocial hours (Lockyer & Scholarios, 2004). In spite of operating for 24 hours, the demand for hotel services is

unpredictable as it varies annually, seasonally or sometimes within shorter periods (Kotler et al. 2003). This variability in demand requires careful staff scheduling. Other attributes are that the services are intangible and cannot be seen but are only enjoyed. Moreover, the services are perishable and therefore if a room is not sold for a day, the opportunity to earn income for that day is lost (Korczynski, 2002).

These attributes require that hotels engage the services employees who will handle customer needs professionally to ensure customer satisfaction. Effective strategies therefore ought to be devised to obtain and retain such people.

Human resources for hotel operations

Since hotel operations are labour-intensive that require a great deal of customer contact with employees, the service encounter needs to be managed very well to ensure customer satisfaction. Employee performance (social and technical skills, integrity, hardwork, commitment and attitude) is very crucial to managing this service encounter (Chand & Katou, 2007). This is because most consumers of hotel products have prior expectation before coming to enjoy the services and they are only interested in ensuring that they obtain the specified service. The ability of customers to attain their personal goals and values (or satisfaction) of using a hotel depends on the qualities and behaviours of frontline employees during the service encounter (Gruber, Szmigin & Voss, 2009). This explains why it is said that employee performance at the point of delivery (service encounter) or 'moment of truth' makes or mars the hospitality experience of the customer (Der Wagen, 1996 p.50). Hotels therefore need to have motivated employees with the

requisite skills, attitude and temperament.

Working in hotels is very challenging as employees work for long hours (sometimes unsocial hours), be on their feet, and work in a relatively small space. Also, the unpredictable and often seasonal demands for the services against a high fixed cost usually results in low pay, casualisation, high employee turnover, and poor professionalism among others (Lockyer & Scholarios, 2004). In spite of these challenges, the employee, especially customer contact or frontline staff, must always maintain a friendly and smiling posture (Raub & Streit, 2006). Hotels therefore have a huge responsibility of identifying, recruiting and retaining people who will perform these services excellently in spite of these challenges.

People with these qualities maximise the contribution of human resources to hotels by delivering services to customer satisfaction in order to get repeat visit as well as positive word of mouth advertisement and profitability (Emenheiser, Clay & Palkurthi, 1998). Hotel employees need technical skills, be responsive and courteous to customers. They also need to look good and sound right at all times (Nickson et al., 2005). It is the responsibility of hotels to devise appropriate strategies to identify the right candidates, attract such candidates to apply, recruit and select them to provide quality services. Moreover, appropriate initiatives should be introduced to ensure the retention of such high-valued employees.

Statement of the research problem

Like other service sector industries, hotel operations are interactive with a great deal of employee-contact with customers. This encounter needs to be

effectively managed with the right human resources to face the challenges of work. The challenges include the need to please clients by maintaining a positive and smiling posture even under difficult working conditions (Emenheiser et. al., 1998). The employees also have to be effective in terms of capabilities upon being hired and should possess a diverse range of qualities which makes them good businessmen (whose major aim is to make profit) and good hoteliers - whose major aim is to make their clients feel at home away from home (Varner, 1978).

The major problem facing the hotel industry is how to attract, develop and maintain an effective work force (Baum, 1995). This requires committed employees who perform their duties to meet management expectations of providing quality services to ensure customer satisfaction (Agut, Grau & Peiro, 2003; Watson, McCrackson & Hughes, 2004). Satisfied customers usually use the same hotel anytime they are in town and tell others about the hotel thus increasing the customer base and eventual profitability (Manley, 1996). The problem of getting such employees involves resolving four major issues which constitute the focus of this research. These are: defining the human resource qualities required for hotel operations, finding where people with such qualities are and positioning the hotel in their minds to induce them to apply for work. It also involves selecting the best employees and instituting strategies to retain them.

Firstly, hotels need to define the peculiar employee skills, knowledge and abilities that are crucial for their operations. Studies have found out that hotel employees need some attributes such as oral and written communication skills, ability to speak two or more international languages, honesty, computer skills,

hotel experience, dependability, reliability, and decisions making skills. Others are interpersonal skills, enthusiasm, team work, professional image and grooming, as well as and academic qualification (Agut et. al., 2003; Watson et. al., 2004). However, hotel employees in Accra, Kumasi and Cape Coast appear not have most of these qualities. For example Quarshie, (2008) observed that hotel workers had difficulty in effectively communicating with their foreign clients. Whilst the workers in Kumasi felt very uncomfortable to speak the English language and preferred to use the local Akan language, their counterparts in Accra and Cape Coast appeared more comfortable with 'pidgin English' (Quarshie, 2008). Similarly, although most hotel employees had access to, and owned mobile phones, they did not have good telephone manners to enable them conduct formal business transactions on phone. In addition, studies by Ayeh (2005) revealed that few hotel employees in Accra and Cape Coast had computer skill though ICT has become a major component of modern hotel operations. These observations made it important to investigate the human resource qualities that hotels in the study areas considered important for their operations.

Secondly, hotels find it quite difficult to attract good people for employment because hotel work is associated with alcoholism and sex (Martin, Mactaggart, & Bowden, 2006). Also there is a general perception that hotels are not good employers because of low pay, and lack of career and professional growth (Willie, Jayawardena & Laver, 2008). This has compelled many hotels to devise strategies to recruit their employees through contacting their network of friends, poaching, taking part in job fairs on the campuses of universities,

collaborating with educational institutions, and recruitment advertisements in the local media. Hotel managers in Ghana have an association which regulates their activities at the local and national levels. Their regulations encourage members to help in the recruitment drive by recommending applicants to their competitors but frown on the poaching of employees of other hotels because it is considered unethical. Also, some educational institutions in Accra, Kumasi and Cape Coast have collaborations with hotels to allow their students do practical attachment. However, not much research work has been conducted on how hotels take advantage of these arrangements to recruit their human resources.

Thirdly, since hotel work is unique and requires employees with some qualities, it is important that effective strategies are devised to select the right persons. The most popular methods of selecting hotel employees are interviews, application forms, reference checks, personal presentation of the applicants, aptitude tests, medical examinations, honesty and integrity tests, and telephone manners (Nickson et. al., 2005). Hotel type has also been found to influence the choice of method of employee selection. For example, Nankervis and Debrah (1996) observed that the affiliation of hotels influences the choice of method of selecting employees. Nolan (2002) also found a relationship between the size of hotel and the method of employee selection. Similarly, Martin (2004) found out that the city in which a hotel is located had a bearing on the method of selection. There are different types of hotels in the three cities (Accra, Kumasi and Cape Coast). These relate to size, quality rating, and affiliation. It was against this backdrop that this study sought to find out the methods that each hotel type

adopted to select its employees.

Again, hotels need to have employees from diverse backgrounds (ethnic, religious, political, regional, educational, gender etc.) whilst addressing nepotism. This is because their customers come from different backgrounds and it is important to have workers who reflect this customer base (Devine, Baum, Hearn, & Divine, 2007). Again, the laws of Ghana frown on discrimination in employee selection. However, Boadi (2000) observed that companies in Accra did not have diverse workers and that nepotism was the rule in privately owned companies. Similar studies by Saffu et al., (2008) in Takoradi and Cape Coast found that small family-owned and managed hotels did not have diverse employees. It was therefore necessary to investigate how diversity and nepotism were addressed in the selection of hotel employees in the study areas.

Furthermore, hotels spend a lot of time and resources to employ workers and it is important that they remain in employment to justify this spending. There is however a high incidence of employee turnover in hotel operations (Carbery et al, 2003). This is universal as evidenced by studies in Europe, Asia, USA and Australia (Jacob & Roodt, 2007). In Africa, high turnover rates have been reported by hotels in Egypt and South Africa (Kattara (2005). Studies in Ghana by Quarshie (2008) and Saffu et al. (2008) observed that hotel employees are constantly thinking of changing jobs. Employee turnover affects customer loyalty since clients recognise hardworking people and could follow favourite workers who have resigned from hotels where they usually lodge to their new work place (Carbery et al., 2003; Manley, 1996).

A lot of research work has been conducted on the strategies that may be introduced to retain employees. These include good work environment, proper procedure for hiring and promotion, good reward and salaries, realistic job preview and employee empowerment (Klidas et al. 2007; Raub & Streit, 2006). These studies were however done in Europe, North America, and Asia. In Africa, some research works have been done in Northern, Eastern, and Southern Africa (Jacob & Roodt, 2007). Sadly, not much work has been done in Ghana and this thesis was a moderate attempt to bridge the research gap.

Finally, the credibility of any management concept is partly determined by its infusion into the real world (Mordi, Simpson, Singh & Okafor, 2010). It was therefore important to find out how the human resource management concepts of recruitment, selection and retention are fused into hotel operations in Accra, Kumasi and Cape Coast through the following research objectives:

Research objectives

The main objective of the study was to examine how hotels in Accra, Kumasi and Cape Coast recruit, select, and retain their human resources. The specific objectives were to:

1. Identify the human resource qualities that hotels require for their operations;
2. Assess the sources from which hotels recruit their employees;
3. Examine the methods used by hotels to select their employees;

4. Examine how diversity dimensions of hiring managers (age, marital status, sex, etc.) influence the selection of human resources for hotel operations;
5. Assess the strategies that hotels have instituted to retain their human resources.

Research hypotheses

The following hypotheses were tested:

1. There is no significant relationship between size of hotels and human resource qualities required for operations;
2. There is no significant relationship between quality rating of hotels and sources of recruiting employees;
3. The sex of job applicants has no significant influence on the selection decisions of hiring managers;
4. There is no significant relationship between affiliation status of hotels and methods used to select employees;
5. There is no significant relationship between quality rating of hotels and strategies adopted to retain employees; and
6. The city in which hotels are located has no significant influence on the strategies adopted to retain employees.

Significance of the study

The study has highlighted the importance of employees for hotel operations. Human resource issues have become necessary because studies have

shown that most investors focus on product development without thinking of the people who will deliver the services (Haynes & Fryer, 2000). The result is that customers usually see an imposing hotel building with state-of-the-art facilities, but they have the wrong type of employees who offer substandard services. Hiring the right employees ensures effective delivery of hotel services thereby leading to customer satisfaction and profitability as well as positively impacting on the tourism industry.

The study unearthed how hotels could attract and retain quality employees. This has become necessary because hotels find it difficult to attract good employees since many people have negative perceptions about hotel work by wrongly associating hotels with sex, alcoholism and other vices making them unattractive to a lot of job applicants. The study also unravelled the methods of selecting employees and the strategies to retain human resources.

Since Ghana's economy is growing and attracting foreign direct investment in hotels and other sectors, the study has provided useful information on how to obtain and retain human resources for hotel work. This is to serve as useful guide to stakeholders such as investors, researchers and students on how to get good and committed people for hotel work. Such people will provide services to ensure customer satisfaction which will positively impact on Ghana's tourism.

Also, employee turnover is generally acknowledged as one of the distinguishing features of the hotel industry (Carbery et al., 2003). It negatively impacts on the employee morale and could lead to loss of good customers who usually follow their favourite workers who have left to the competitor (Delery &

Dotty, 1996; Manley 1996). This study has examined the strategies that hotels have instituted to retain their employees and it will serve as a useful guide to the major players in the hotel industry.

Also, Ghana's democratic credentials and the recent discovery and production of oil have brought the focus of the international community on the country. This has led to the increase in tourist arrivals (both domestic and international) for both business and leisure. Hotels therefore have to position themselves to take advantage of this increase in arrivals by delivering quality services. Since employee performance is crucial for hotel operations, the study examined the important issues involved in the recruitment, selection and retention of human resources for hotel operations. With the right employees, hotels should contribute their quota in moving the tourism industry in Ghana forward.

Finally, the study has made a modest contribution to the existing stock of knowledge on the recruitment, selection and retention of human resources for hotel operations. In addition, it has added to existing research work in Ghana as efforts are made to bridge the knowledge gap in hotel management. It has also provided baseline data for future longitudinal and comparative analysis and it is hoped that the study will become a reference point for further research.

The study areas

Since the setting in which a research is conducted plays an important role in the overall process of a research (Kumar, 2005), it is appropriate to outline some basic characteristics of the study areas. The spatial focuses of this study

are the cities of Accra, Kumasi and Cape Coast-Elmina (Figure. 1).

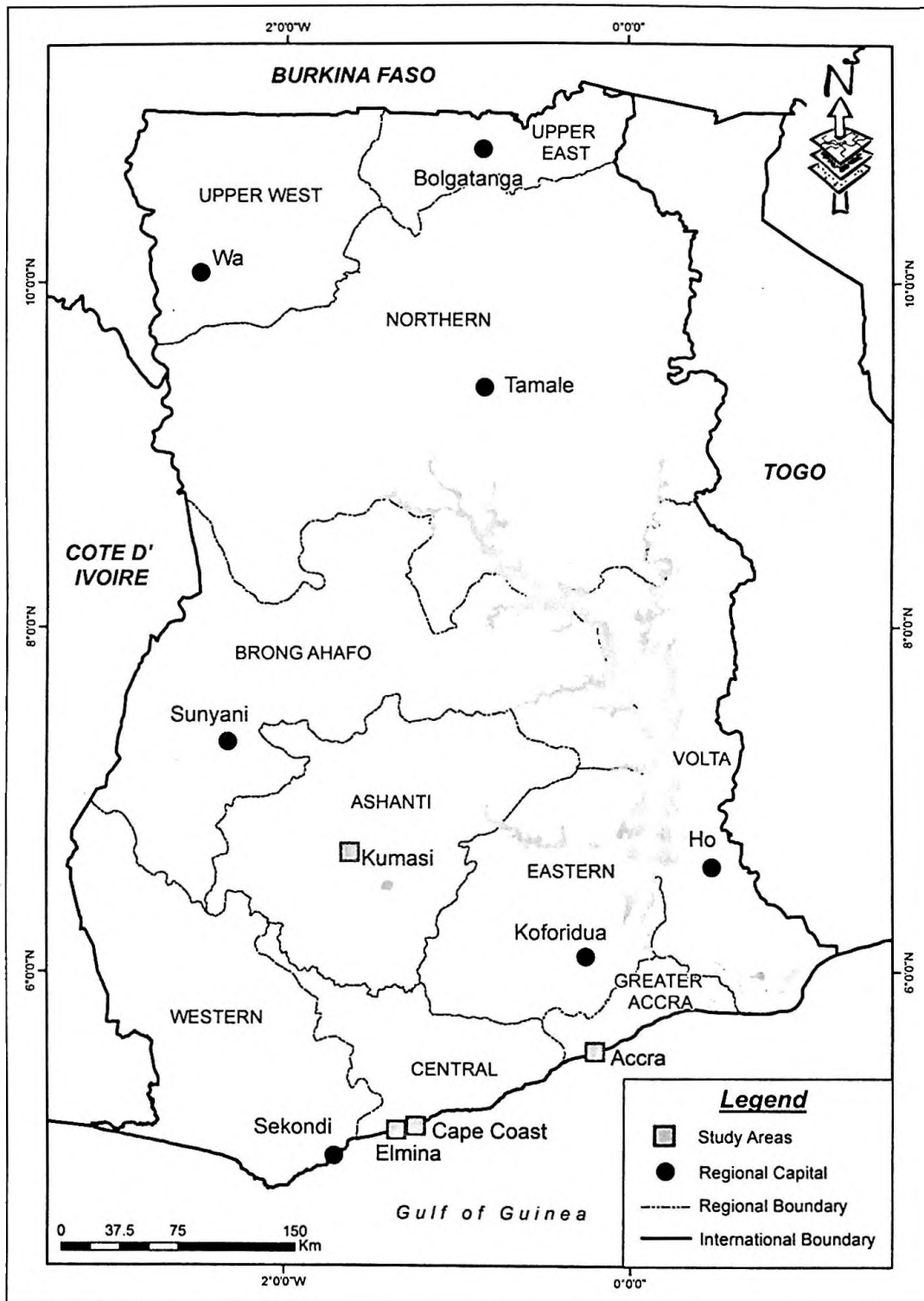


Figure 1: Map of Ghana showing the study areas

Source: Cartography Section, Department of Geography and Regional Planning, University of Cape Coast.

The city of Accra is the largest, most densely populated, and the capital of Ghana. It has many manufacturing industries which include: vehicle assembly plants, textiles, metal and woodworks, plastics and pharmaceuticals. It is the focal point of the country's railway system and has an international airport. There is a variety of buildings which attract tourists (both domestic and international). These include the seats of government (the Osu Castle and Golden Jubilee House), the National Theatre, National Museum, the palaces of the Mantsees and educational institutions. Other sites that attract visitors are the Kwame Nkrumah Memorial Park and Du Bois Memorial Centre for Pan African Studies.

Most of the finest hotels in Ghana are located in Accra. These include the Labadi Beach, Golden Tulip, Holiday Inn, Fiesta Royal and Novotel. In addition, Accra has all the major categories of hotels (5-star to budget, large and small, chain and independent). A meaningful analysis was therefore, made of the process of recruitment, selection and retention of human resources by the various hotels. Again, Accra has a buoyant service industry made up of banks, reataurants, fast food joints and many amusement centres which serve vistors.

Kumasi, as the second largest city in Ghana, has many features which attract visitors. These include wood processing industries, a woodcraft village, and other light industries. The central market in Kumasi is one of the largest open markets in West Africa. Kumasi also has many unique buildings such as the Manhyia Palace and Musuem, the Kumasi Fort and Military Musuem, the Royal Mausoleums at Breman and Bantama, the Okomfo Anokye Teaching

hospital and Kwame Nkrumah University of Science and Technology. Other attractions include the Okomfo Anokye Sword, Lake Bosomtwe which is a few kilometres from Kumasi. The city has also been described as the 'cultural heartbeat' of Ghana. Since almost all the ethnic groups in Ghana live in Kumasi and practise their way of life. The people express their culture in the way of dressing (especially during funerals), cuisine (fufu and mashed yam), and festivals like Akwasidae, which is held every six weeks by the Asantehene who sits in state to receive homage from his subjects. Kumasi also has some fine hotels such as Golden Tulip, Rexmar, Sir Max and Hotel Georgia. Again, the city has the various categories of hotels for a meaning comparison of the patterns and trends in the recruitment and retention of human resources.

The ancient city of Cape Coast which was formerly the seat of government in Ghana also attracts a number of visitors. It is famous for the prestigious second cycle educational institutions including Mfantsipim School, the first secondary school in Ghana, the Cape Coast Polytechnic and the University of Cape Coast. Other features include the ancient castles and forts built by the European traders that dot the coastlines of Ghana. The Cape Coast Castle has been classified as a World Heritage site by the World Heritage Foundation under UNESCO. Elimina which is about six kilometres west of Cape Coast also has a castle and fort that attract a lot of visitors. Cape Coast and Elimina are famous for the palm-fringed beaches, fascinating fishing landing sites and rich natural attractions. A few kilometres from Cape Coast is the Kakum National Park, a foremost natural reserve with an almost untouched

virgin rainforest which has been preserved and serves as a habitat for birds, butterflies and rare local animals.

The people of Cape Coast and Elmina have very rich culture depicted through exciting festivals such as the 'Bakatue' which literally means opening up of the lagoon into the sea. This act, which is key in the event symbolises the beginning of the fishing season by the people. The 'Edina Buronya', a native version of Christmas is celebrated by the people of Elmina on the first Thursday of the New Year. The people of Cape Coast also celebrate the 'Fetu Afahye' on the first Saturday of September. The following also attract visitors to Cape Coast and Elmina: The 19th century Dutch cemetery, the The Cape Coast Castle Museum and the slaves' river at Assin Manso (near Cape Coast) where slaves who were shipped from Ghana to the Americas were given their last bath.

The hotels in Cape Coast and Elmina which serve the numerous visitors range from the budget to 3-stars, large and small, as well as independent and chain hotels. They include the Elmina Beach Resort, Cape Coast Hotel, Coconut Groove Beach Hotel, Arafynn Guest House and Hans Cottage Botel.

Rationale for choosing the three cities for data collection

The three cities of Accra, Kumasi and Cape Coast-Elmina were chosen because of the following reasons. Firstly, these three locations have diverse tourist attractions including the slave castles and forts in Cape Coast-Elmina, the numerous festivals as well as the Kakum National Park. Kumasi attracts a lot of people through its cultural heritage, numerous festivals like Akwasidae,

funerals, the historic buildings, and natural resources like gold, cocoa, and timber which attract a lot of business travellers who usually use hotels. Accra also has many attractions which induce people to visit. These include historic buildings, government buildings, and the culture of the people as well as pristine beaches. Because of the numerous attractions, many tourists (both domestic and international) visit these three locations. Together, the towns receive the bulk of arrivals and thus are described as the tourism triangle of Ghana (Abane, Awusabo-Asare & Kissi, 1999; Boakye, 2008).

As a result, the bulk of Ghana's hotels are located in these cities to serve both leisure and business travellers. For example, Labadi Beach hotel (Ghana's first 5-star hotel), Novotel, Coconut Groove Regency are located in Accra. In Kumasi, hotels such as Golden Tulip, Sir Max and Coxy Lodge serve visitors. Apart from the finest hotels, these 3 cities have all classes of hotels. In addition, the head offices of chain hotels where human resource issues are handled are located in Accra. These include Golden Beach Hotels Ltd., Yegola Hotel, Coconut Grove Hotels, Hans Cottage and Hotel Georgia.

Again, the central location of Kumasi makes it play the host to a number of visitors both domestic and international. Most tourists visiting the northern parts of the country make one or more nights stay in Kumasi. Similarly, visitors from the northern part of the country to the national capital spend the night in Kumasi. Similarly, the numerous educational institutions in Cape Coast make it play host to a number of visitors most of who spend the night in the city.

Finally, these three cities serve as the administrative capitals of their

respective regions and people from other parts of these regions visit there for official duties. In addition, they are important commercial centres which attract people for leisure and business. Similarly, many people visit Accra, the administrative and commercial capital of Ghana, for leisure, private and government business. Since majority of these visitors spend the nights in hotels, it was important to choose these cities and find out how the hotels recruit, select and retain their employees.

Chapter organisation

The write-up is organised in ten chapters. Chapter One which is the introduction presents the background of the study, statement of the problem, objectives of the study, justification, and the profile of the study areas. Chapter Two discusses the conceptual and theoretical perspectives of the study, the concept of recruitment, and selection and retention of human resources for hotel operations. It focuses on the concepts of human resources, human capital, core competencies and human resource management. Others areas that the chapter looks at are job analysis, qualities that hotels require from their employees for effective operations, sources of recruitment and methods of selection and the initiatives that hotels adopt to retain their employees. The second section of this chapter discusses the conceptual framework governing the study.

Chapter Three looks at the methodological issues and discusses the philosophy behind this research, methods of data collection, target population and sample size. Other issues are the methods of analysing the data, the

variables, ethical issues and the challenges associated with the data collection. Chapter Four deals with the socio-demographic characteristics of the respondents as well as the hotel characteristics whilst Chapter Five deals with the human resource qualities which hotels require for their operations. Chapter Six discusses the sources from which hotels in Accra, Kumasi and Cape Coast recruit their employees.

Chapter Seven discusses methods that hotels in Ghana use in employee selection whilst Chapter Eight discusses how the backgrounds of hiring managers influence their selection decisions. Chapter Nine discusses the strategies that hotels have instituted to ensure the retention of employees. The last Chapter (Ten) gives a summary of the findings, conclusions, recommendations as well as the contributions that the study has made to existing knowledge.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a review of literature on the recruitment, selection and retention of human resources for hotel operations. The review is organised in two sections. The first section discusses concepts and issues relating to human resource management in general and employee resourcing and retention in particular. The second section examines some of the theories and models that have been advanced to explain the processes of employee resourcing and retention, their strengths and weaknesses as well as the conceptual framework guiding the study.

The concept of human resources

The human resources of a company comprise all employees on the payroll of the company from top management to the lowest paid worker (Kneale, 1986). It includes permanent and casual workers but not volunteers who do not receive any salaries or allowances (Bohlander, Snell & Shernam, 2001). However, it is the contribution of employees to the success of companies or what Leopold, Harris & Watson (1999, p.4) describe as 'the efforts, skills, and capabilities of employees that enable the company remain in existence' that constitute the human

resources and not the people as such. Human resources are very important to companies since they have the capabilities which drive organisational performance and give companies their unique identity (Pfeffer, 1995)

The importance of human resources is however recent. According to Nolan (2002), the crucial role of resources for business operations has evolved over the years. First, land was considered the most important resource in the production process. Thereafter, machines became important followed by patents, economies of scale, access to capital and market expansion in that order. With time, the advantages became eroded as the resources did not differentiate between companies the way they did previously (Becker, Huselid, Pickus & Spratt, 1997). In contemporary business operations, human resources have been found to be very crucial since companies rely on their workers to gain competitive advantage. The importance of employees to business has prompted the use of expressions such as 'human resource', 'human capital' and 'intellectual capital' and companies are striving to acquire this important resource (Canina, Enz & Walsh, 2006).

Studies have established that human resources are very crucial for hotel operations (Mahesh, 1998). This is because as a labour-intensive business, hotel work requires constant interaction between customers and workers. Employee performance at this point of delivery makes or mars the hospitality experience of clients (Der Wagen, 1996). This special role of employees has to be recognised and effective policies and practices put in place to acquire and retain the employees for successful operations (Alleyne, Doherty & Greenidge, 2006).

The concept of human capital

This is 'the combined intelligence, skills, abilities, and expertise of the human resources of a company' (Armstrong, 2005, p.33). According to Saffu et al. (2008), the human capital distinguishes companies from each other and gives them their distinctive character. This capital is developed through formal training and work related experience. Human capital is thus an important source of competitive advantage. Research in many African countries has revealed that investments in human capital improve employee performance. For example in Tanzania, Trulson (1997) established a positive link between education, job experience and job performance. Also, using World Bank data, Ramachandram and Shah (1999) established that the low levels of education of black entrepreneurs in several African countries is a competitive disadvantage compared to Asians and Europeans. In Ghana, Saffu et al. (2008) found a positive relationship between human capital and employee performance in the tourism industry. In the hotel sector, Canina et al. (2006) observed that a positive relationship existed between human capital and hotel employee performance.

In managing human capital, hotels need to be mindful that employees own their human capital so if they resign, it will be difficult to find a replacement (Bohlander et al., 2001). Again, the resources spent in their training and development is lost. The resources include the time and money hotels spend on induction, transfer of tacit knowledge and actual training programmes. Hotels, therefore, need to build their human capital to ensure that they have a constant supply of knowledge, skills and experience (Saffu et al., 2008). Most importantly,

hotels ought to put in appropriate strategies to retain their valued human capital (Moncarz, Zhao & Kay, 2009). This is accomplished by hiring the best talent and instituting training and development programmes to enhance their skills (Boles, Lawrence & Johnson, 1995). The enhancement programme ought to focus on areas that cannot easily be transferred to competitors (Stewart, 1999).

When employees work in groups and teams, they exchange ideas, knowledge and skills on the job. This helps to build human capital leading to increased productivity and profitability (McCann, 1996). Hotels also need to ensure the full utilisation of human capital since most talents go unused. This could be accomplished through empowerment and team work which encourage employees to be innovators (Bontis, 1996; Bohlander et al., 2001).

The concept of core competencies

Core competencies are 'the knowledge, skills and abilities of employees that are used to transform other resources (inputs) into finished products or services for customers' (Bohlander et al., 2001, p.4). These competencies are embedded in employees and could be transferred to team members through the transfer of tacit knowledge (Hogan et al., 1994; Hoque, 2000). Since hotels depend on the core competencies of their employees for their operations (Leopold et al., 1999), successful hotels are those which make good use of these competencies to gain competitive advantage (Hoque, 2000).

In contemporary hotel operations, Nickson, Warhurst and Dutton (2005) have outlined two core competencies - 'hard' and 'soft' skills. The 'hard' skills,

also known as 'technical' skills, are taught and every intelligent person could easily acquire it. The 'soft' skills are the social skills which are concerned with the attitudinal and emotional aspects of employees. According to Burns (1997, p.240) 'employees with soft skills are constantly in positive, joyful and playful mood'. These 'soft' skills are more important than the 'hard' skills in the provision of hotel services. It, however, takes a relatively long time to develop the 'soft' skills for hotel operations compared with 'hard' skills. This makes it quite difficult to get people with such skills (Baum, 1999).

Since employees with soft skills demonstrate emotional labour by being responsive, courteous, understanding and respectful to customers (Burns, 1997), they are important for hotel operations. This is because according to Warhurst and Nickson (2001), it is the service delivery of employees with soft skills that differentiates hotels from each other. Baum (1999) asserts that the hotel product consists of tangible and intangible elements. The tangible elements such as buildings, beds, air conditioning, and foods are standardised and could be copied by competitors. The intangible elements (or the mode of delivering the services) which are performed by employees with soft skills cannot easily be copied by competitors. The importance of the soft skills, however, appears to have been ignored or not well appreciated by policy makers and academicians (Nickson et al., 2005).

Research has shown that the core competencies that are important for hotel operations are the physical appearance and good attitude towards customers (Martin & Grove, 2002). This is what has been described by Warhurst, Nickson,

Witz and Cullen, (2000, p.16) as 'people who look good and sound right'. Employing such people will put the hotel in a position to offer competitive advantage. Hotels, therefore, have to put greater weight on the social and aesthetic skills as against technical skills in the recruitment and selection of employees. Studies by Nickson et al (2005) revealed that the most significant secret behind the success of hotels such as Disney, Marriot and Hilton is their recognition of the role that employees with core competencies play in meeting customer expectations. Guerrier and Adib (2003) have described the core competencies or 'human element' as part of the product and a key feature in providing quality services. To Nickson et al (2005), success relates to managing the demeanour and appearance of frontline staff because customers see well-presented, courteous, helpful, and emphatic staff as playing a key role in delivering quality. Such staffs usually engage in emotional labour which involves the suppression of certain types of emotions. Employees with core competencies are therefore crucial for successful hotel operations.

The concept of human resource management

Human resource management refers to 'the design and application of formal systems in an organisation to ensure the effective and efficient use of human capital to accomplish organisational goals' (Perusad, 2003, p.40). The management process involves all those activities that relate to the management of the human capital of a company. The activities include human resource planning, job analysis, recruitment, selection, training and development, compensation and

benefits, service relations, health and safety, and the strategies instituted to retain employees (Mathis & Jackson, 2004). Every hotel needs a human resource department to perform these functions. In practice, however, the size of a hotel determines who manages employees; large hotels usually have separate departments for managing employees whilst in small hotels this function is performed by the central administration (Lussier, 2000). This management process involves three broad activities - attracting an effective work force, developing an effective workforce, and maintaining an effective work force (Daft, 2006). This current study focuses on attracting and maintaining employees in selected hotels in Accra, Kumasi and Cape Coast.

Attracting an effective workforce

Since hotel operations require constant interaction between employees and customers, it is important to hire the right human resources to ensure customer satisfaction (Mak, 1995). The interrelated activities of human resource planning, job analysis, recruitment, selection, and placement help accomplish this goal (Daft, 2006). The human resource planning process forecasts the need for employees against the expected vacancies. It ensures that hotels engage the right number of employees since large numbers increase wage bills whilst few numbers overstretch staff and compromise service quality (Haynes & Fryer, 2000).

For effective management of its human resources, hotels (and indeed all businesses) need to conduct job analysis by identifying the tasks, duties, and responsibilities of a position (job description) as well as the knowledge, skills, and

abilities needed to perform the job well (job specification) (Grobler, Warnich, Carrell, Elbert & Hartfield, 2006). Job analysis is a useful tool which is used in all stages in the human resources management process. The stages include, advertising for jobs where the duties are spelt out and the qualities or specifications needed to perform them are stated (Walker & Lundberg, 2006). It is also used when a person is hired by making job description available to him so that he knows what to do (Grobler et al., 2006).

In spite of its importance, most hotels do not use full job analysis in managing their human resources. According to Woods (2002), the process of analysing jobs takes a long time and effort and may not help when there is an urgent need for staff replacement. A study by Nolan (2002) also found that employee resourcing in family owned and managed hotels are not based on full job analysis. It is however based on job specification, which lists the employee qualities they require for their operations.

Again, the content of job specifications appear to be changing in the hotel sector as emphasis is shifting from strict employee supervision to empowerment (Jones & Lockwood, 2004). Conceptual and technical skills are also giving way to corporate and strategic skills (Chung, 2000). Outlining the attributes of customer contact employees, Gruber et al. (2009, p. 429) suggested that frontline employees need 'active listening' skills since they have the additional responsibility of handling customer complaints. This is because a listening behaviour plays an important role in service delivery. Studies which have confirmed that the contents of job specifications (qualities required from

employees) are changing include Emenheiser et al. (1998), Agut et al (2003), and Watson et al (2004). According to Jones and Lockwood (2004), the changes are the results of shifts in customer needs, which have compelled hotels to vary the human resource qualities needed for operations to enable them engage employees who are capable of providing services to ensure customer satisfaction.

Qualities that hotels require from their employees

Hotel operations require constant interaction between employees and customers, and it is important to effectively manage this interface with the right human resources (Goldsmith, Nickson, Sloan & Wood, 1997). Carroll, Marchinton, Earnshaw and Taylor (1999) believe that hotels need to define the human resource qualities that they require for their operations before embarking on the process of hiring employees. This is because of the dangers of wrong hiring which include having employees who are dissatisfied with the job thereby leading to high turnover, low productivity, and loss of revenue (Mumford, 2006). The qualities that are crucial for hotel operations are many and depend on the type of hotel – that is its size, quality rating, affiliation status and the city in which it is located (Watson et al., 2004).

Numerous studies have been undertaken on the human resource attributes required for hotel operations. These include Emenheiser et al. (1998) who examined 72 employee qualities in the Florida region of the United States of America. They concluded that the most important qualities that hotels sought included computer knowledge, marketing skills, service orientation, and

communication skills (oral, written and listening). Similar studies in the Republic of Ireland by Brophy and Kiely (2002) reviewed 22 employee qualities and found out that effective communication skills and proficiency in international languages were important for successful hotel operations. In Spain, Agut et al. (2003) examined 20 skills and concluded that efficient time management, adaptability to change, working under pressure, initiative, and ability to speak international languages were important for successful hotel operations.

Other studies that reviewed human resource qualities hotel operations include Moy and Lam (2004) in Hong Kong. They established that in order of importance, the attributes sought by hoteliers were conscientiousness (being well organised and of high standards), agreeableness, experience in hotel work, and effective communication in English language (both written and spoken). Watson et al. (2004) also examined the qualities required for hotel operations in Scotland and found that the ability to speak international languages, computer skills, and the ability to work with people from different backgrounds are crucial for hotel work. A similar study in Australia by Raybould and Wilkins (2005) examined 52 skills and concluded that interpersonal skills, self management, and oral communication, especially in many international languages, are the most important skills needed for hospitality operations. Finally, a review of the skills requirements for Sheraton hotels by Pollitt (2006) revealed that 'attitude' was an important skill required for successful operations. After defining the human resource attributes that they require for their operations, hotels devise appropriate strategies to recruit people who match those qualities.

Sources of recruiting human resources for hotel operations

Recruitment has been defined as ‘the process of acquiring applicants who are available and qualified to fill positions’ (Smith, 2004, p. 10). Vacant positions in hotels may be filled from internal or external sources. Companies recruit from external sources if no qualified candidate is available internally, when there is a need to inject new blood into the company or ‘to put a halt to unnecessary competition and inbreeding’ (Grobler et al., 2006, p. 72). Recruitment could also be from formal or informal sources. The formal sources are used to attract people who do not have any previous contact with the business or hotels (Watson et al., 2004). Research has revealed that the formal sources have consistently failed to produce the right candidates and hotels have resorted to informal sources which use the social network of managers (Baum, 1995).

The formal sources of recruitment include all forms of advertisements (radio, television and newspapers), recruitment agencies and job centres (Woods, 2002). Studies in many countries have established that hotels make extensive use of advertisements in employee recruitment. These include the works of Ladkin and Juwaheer (2000) in Mauritius, Moy and Lam (2005) in Hong Kong, Chand and Katou (2007) in India, and The Chartered Institute of Personnel and Development (CIPD 2007) in England. Newspaper advertisements have also been found to be more popular medium than the electronic media in recruiting human resources for hotel operations. According to Branine (2008), hotels prefer advertisement in newspapers because it is cheaper and has a wide coverage compared to the electronic media which are very expensive and tend to be

localised.

Hotels also rely on recruitment agencies and consultants in employee resourcing. The use of agencies is very popular in the developed countries because they are quick, effective and save the hotels a lot of paper work. It is also very popular in the cruise industry (Raub & Streit, 2006). However, it is not very popular in developing countries because it is a new phenomenon and relatively expensive compared to other sources of recruitment (Chand & Katou, 2007).

Job centres are also extensively used by hotels in developed countries to recruit employees. They contain the data base of job applicants which can be assessed by employers. The services of job centres are free and hotels can get their human resources at reduced costs. They are, however, not popular in developing countries such as Mauritius (Ladkin & Juwaheer, 2000), Egypt (Kattarra, 2005), India (Chand & Katou, 2007). Also, research has shown that data from job centres are on the unemployed most of whom do not have any work experience. Hotels therefore do not regard job centres as good sources of employee recruitment (Torrington, Hall & Taylor, 2005).

Recruitment from informal sources involves hotels using their network of contacts to reach out to prospective job candidates (Mathis & Jackson, 2004). According to Baum (1995), hotels resorted to the informal sources when the formal sources consistently failed to provide candidates suitable for operations. The informal sources of recruitment include referrals from contacts (employees, friends, and former applicants), walk-ins, poaching, offering permanent status to casuals, unsolicited applications, and recruitment from the internet (Martin,

Mactaggart & Bowden, 2006). Research has shown that most hotels rely on the informal sources to recruit employees, because they are cheap and quick (Jameson, 2000) as well as reactive, and simplistic (Lockyer & Scholarios, 2004).

Employee recruitment through referrals from a network of contacts (friends, employees, former employees, etc.) is one of the most popular sources of recruitment in hotels (Mumford, 2006). Referrals from contacts is not only timely and cheap, it also helps hotels to recruit good employees (Jameson, 2000; Lockyer & Scholarios, 2004). In spite of the advantages, Grobler et al. (2006) report that some workers are usually reluctant to refer people since they have to monitor the performance of new employees in order to justify their recommendation. This is because they could be blamed for any poor performance of the new hire. Similarly, Tinarelli (2000) claims that some hotels do not put much weight on the referrals from employees because it could lead to inbreeding and nepotism since people tend to refer only their friends and relations and other 'known' people.

The campuses of schools, colleges and universities are also important sources of employee recruitment. Job fairs are usually organised and employers screen, interview and possibly select graduating students (Branine, 2008). Chain hotels such as Hilton, Holiday Inn and Accor always take part in such job fairs. In addition, some hotels have linkages with universities and periodically recruit candidates through the university authorities (Hooi, 2008; Willie, Jayawardena & Laver, 2008). In Japan, Kishita (2006) found that most of the successful hotel managers were recruited from the campuses of universities and colleges. Similarly, O'Leary, Lindholm, Whitford and Freeman, (2002) observed that

people recruited directly from universities and colleges are very reliable and successful. Again, some hotels have arrangements with educational institutions which allow students to do practical training. Some of the students end up being employed by the hotels (Willie et al., 2008).

The internet is also a major source of recruitment by hotels and other companies. This is however a recent phenomenon, with hotels using their websites or recruitment consultants (Dixon, 2000). The explosion in internet usage makes it easy for companies to reach many applicants (Mathis & Jackson, 2004; Tong, 2008). The internet is also faster and cheaper (Branine, 2008; Hooi, 2008). However, studies by Tong (2008) found that most users of the internet are casual browsers who could apply for fun. This will result in additional work in reviewing applications which will impact on profitability.

Poaching is one of the popular sources from which hotels recruit their employees. This involves offering better incentives such as higher wages, position and responsibility to employees of competitors (Woods, 2002). Employee recruitment through poaching is extensively used by hotels in all regions of the world including the United States where a study by Hilkins and Tracey (2002) concluded that poaching is used to lure hard working professionals who are willing to consider better opportunities. In Africa, Ladkin and Juwheer (2000) observed that poaching is a regular feature of hotels in Mauritius where hotels usually offer attractive salaries and other packages to lure outstanding workers of competitors. In Europe, a study by Enz (2009, p.11) observed that in Greece, 'employees of hotels are lured left, right, centre by competitors'. They capitalise

on the economic hardships and add a few Euros which lure people to change jobs.

Another informal source of employee recruitment in hotels is the posting of job vacancies on their notice boards to attract candidates. This source is very popular in small hotels (Nolan, 2002). On the other hand, hotels post notices of 'no vacancy' informing job applicants that they are not recruiting (Wickramasinghe, 2006). Related to the posting of job vacancies is the recruitment of people who walk-in. This is very popular in all regions of the world including Africa where Ladkin and Juwaheer (2000) report that walk-in is one of the most popular source of recruitment. Other countries where hotels make extensive use of 'walk in' to recruit their human resources are Nigeria (Ogbonna, 1992), Turkey (Collins, 2007), and Canada (Willie et al., 2008).

Similarly, the top management of hotels receive unsolicited applications when they attend social and other functions like conferences, meetings, and sports events (Mathis & Jackson, 2004). Employees recruited through unsolicited applications have been found to be hardworking and successful. According to Daft (2006), the secret behind the success of Days Inn Hotel in Scotland is partly due to selection of employees who are recruited through unsolicited applications.

Finally, the nature of hotel work demands the use of casual workers who are usually engaged when there is a sudden increase in demand and when a team member resigns, among other reasons (Lai & Buam, 2005). Research by Nolan (2002) concluded that engaging casual workers is very popular in small hotels who subsequently offer permanent status whenever there is a vacancy.

The recruitment process generates a lot of applications from people

interested in working in hotels. The human resource management departments commence employee selection by sorting the applications and matching the profile of applicants against the hotels' requirements (Mathis & Jackson, 2004).

Methods of selecting human resources for hotel operations

Employee selection 'involves choosing individuals who have the necessary qualifications to perform a particular job' (Anthony et al., 2002, p.250). Hotels usually screen applications to eliminate applicants who are unqualified and undesirable (Mathis & Jackson, 2004). The screening process ensures that candidates who meet the criteria are passed for further processing. According to Woods (2002), hotels select their employees through traditional methods, non-traditional methods or a combination of both. The traditional methods of employee selection have, however, been found to be unreliable, subjective and invalid. They are unreliable because the selection processes do not usually produce consistent decisions and the results depend on the person who adopts it (Woods, 2002). Similarly, Lockyer and Scholarios (2004) believe that validity relates to employee performance; therefore, for a method to be valid, the person who scores high marks and was selected should be a high performing worker.

Traditionally, hotels use any or a combination of the following methods in selecting their employees. The methods are: applications forms, interviews, curriculum vitae (CV), and reference checks (Woods, 2002). The application forms usually require applicants to give personal information on their qualifications, experience, and previous work history, their contact telephone

numbers, addresses, and references among others (Mondy & Noe, 1996). Hotels have standard application forms which are filled by job applicants. Since the same information is sought on the application forms, it is easy to compare applicants. This makes application forms reliable with most hotels giving high premium to it in employee selection (Nickson et al, 2005). Greater weight is usually given to people with clear hand writing, and they are often posted to departments such as bars, restaurants, and the reception which require manual recording of transactions (Payne & Richman, 2006). However, McGunnigle and Jameson (2000) have cautioned that hotels need to verify information given on the forms in order to find out any inconsistencies in applicants' past work history, references and other issues.

Curriculum vitas (CVs) are also used by hotels to select employees. CVs contain the personal information of applicants including their qualifications, experience and work history. However, some researchers have found that CVs could contain inaccuracies that may render them unreliable. These include gaps in education, incomplete work history, no reasons for leaving previous jobs, (Shair, 2002). In spite of the criticisms, there is evidence of extensive use of CVs in employee selection. Hotels give high premium to CVs because they provide a summary of the work history of job applicants which is easy to use, especially at the initial screening stage. CVs are therefore convenient for large and chain hotels which constantly receive applications (Lockyer & Scholarios 2004). Studies have indicated that hotels in all regions of the world use CVs to select employees. These include Ladkin and Juwaherr (2000) in Mauritius, Lai and Buam (2005) in

Australia and Chand and Katou (2007) in India.

Another method that hotels adopt in employee selection is to conduct a background or reference check on applicants (MacHatton, Dyke & Steiner, 1997). References could be obtained from several sources including past employers, schools attended, relatives, and the clergy. Hotels in developed countries make extensive use of reference checks as evident in studies by Branine (2008); Lockyer and Scholarios (2004), and Nickson et al. (2005). However, research has shown that reference checks are not popular in developing countries due to the provision of dishonest information by job applicants. This is also evident in the works of Ladkin and Juwaheer (2000) in Mauritius, Chand and Katou (2007) in India, and Collins (2007) in Turkey.

Interview is one of the oldest methods that hotels in all regions of the world use in selecting workers (Harel & Tzafir, 1999). It is very popular when hiring front-line employees who have a high degree of customer contact (Braham, 2000). The use of interview has many challenges such as bias based on similarity between the interviewer and applicant, snap judgements where interviewers make a decision on candidates within the first few minutes because of some statements made, among others, (Mathis & Jackson, 2004). Interview, however, remains the most popular method of selection because it has been found to be easy to use and has high face validity (seem valid to employers and they like it). Most hotels therefore regard interviews as important component of their selection process (Woods, 2002).

The non-traditional methods emerged to address the problems of validity

and reliability of the formal methods by using rigorous analysis to select the best candidate (Branine, 2008). The non-traditional methods of selection that hotels adopt include the personality or presentation of applicants, job or work sample, telephone manners, honesty or integrity tests, and aptitude test. The rest are medical examination, peer assessment, drug test, police test, credit checks, interest inventory, and reports from schools and colleges (Woods, 2002).

The personal characteristics of applicants are usually given a high premium in taking selection decisions (Mak, 1995). Justifying the reliance on the personal presentation of job applicants, Nolan (2002) observed that the employee is an important component of hotel operations so the way he/she presents themselves needs to be taken into consideration. According to Nickson et al (2005), the personal presentation is very crucial in selecting people for positions that require some degree of customer contact. This is because such employees represent the image of the hotels to the clients and have to convey positive image through how they dress, greet, speak among others. Callan and Fearon (1997) also believe that the personal presentation is particularly important for small hotels which provide a great deal of personalised services to customers. Employees in small hotels perform multiple roles including receiving clients, liaising with the public, managing service breakdowns and others which require good personal presentation.

Another method of employee selection is for hotels to test the telephone skills of applicants (Braham, 2000). Good telephone skills are needed to make reservations and answer general enquiries from customers (Walker & Lundberg,

2006). Hotels rely on telephone skills because clients who make calls are usually outside the hotel premises. They therefore use the telephone manners to judge the level of professionalism of employees (Mathis & Jackson, 2004).

Hotels usually conduct a series of tests on job applicants in order to select the most qualified. These include aptitude tests, drug tests and credit checks. The aptitude tests which 'measure the job candidates' capacity to learn or acquire skills' (Bohlander et al., 2001, p.195) is a popular tool for hotel employee selection in large hotels (Agut et al., 2003; Alleyne et al., 2006). In contrast, research has shown that small hotels do not give much weight to aptitude tests in taking employee selection decisions. This according to Nolan (1997, p.92), is because 'such hotels employ the relatives and friends of the owners and base selection largely on loyalty'. Similarly, studies by Hooi (2008) in Japan observed that hotels do not place high premium to the results of aptitude tests because they start monitoring the applicants from the schools and colleges.

Other tests include integrity test which assesses the behaviour of job candidates regarding theft, use of drugs, honesty and other counterproductive behaviour. Research has however, shown that most test-takers fake honesty (Alliger & Dwight, 2000). Again, Mathis and Jackson (2004) caution that conducting drug tests can have negative public relations effects on hotels since some of the questions asked during the process could be interpreted to be an invasion of the person's privacy. Further, the use of these tests has been criticised as not being a valid predictor of employee performance and therefore not reliable (Nankervis, Crompton & McCarthy, 1999; Grobler et al, 2004).

Another method of employee selection that hotels adopt is situational or work sample tests which require applicants to perform a simulated task either in-house or at an assessment centre. Although this is very expensive, studies by Garavan (2007) concluded that it is very reliable and valid. It also helps job applicants to bond with the other workers before being employed. Also it is one of the methods that hotels adopt to solve the problem of employee turnover (McGunningle & Jameson, 2000).

Medical examination which is conducted to find out the physical and mental capacity of job applicants for hotel work is very popular in selecting human resources (Walker & Lundberg, 2006). Studies have found that hotels of all types (size, quality rating, affiliation status, location etc.) use medical examination (Lockyer & Scholarios, 2004). However, it is crucial for employees who have a great deal of customer contact as well as those who handle food and beverages (Jones & Merrick, 2004). Walker and Lundberg (2006) have provided guidelines on medical fitness which help reduce litigation. The guidelines require that the medical standards ought to be realistic so that they can be justified before any reviewing panel which includes the courts of law. In addition, the standards need to conform to the country's legal regime and be relevant to hotel work.

Most hotels combine two or more of the methods enumerated above to select employees. Research has shown that the most popular combination is what has been termed 'the classic trio' or 'traditional trio' of application forms, CVs and selection interview (Lockyer & Scholarios, 2004, p.127). Nickson et al. (2005, p.201) believe that hotels prefer these methods because the social

composition of the employee is part of the hotel product and employers can easily unearth these from job candidates through application forms, CVs and interactions at the selection interview.

Research by Callan and Fearon (1997) concluded that the size of hotels influences the choice of method of employee-selection. Small hotels generally place emphasis on the personal presentation of applicants since their flat management structure requires the selection of multi-skilled people. Therefore, during the selection interview, the candidates are assessed to find out if they can perform multiple duties. On the other hand, large and chain hotels have tall management structures with specialist human resource managers who combine three or more methods of employee selection (Lockyer & Scholarios, 2004). Also, most small hotels prefer female managers because of their charm, personality and ability to remember the personal details of clients thereby making them feel recognised (Kniveton, 2008).

Furthermore, Carroll et al. (1999), Lee-Ross (1998) and Nolan (2002) argue that small hotels do not have the necessary resources to use sophisticated methods in employee selection as compared to their large counterparts. The larger hotels are therefore likely to use multiple selection methods, since they usually have specialised departments that perform human resource functions.

Finally, ownership type and affiliation status of hotels have significant effects on the methods of employee selection. Chain hotels have centralised structures, with well-defined procedures and many people participate in employee selection. On the other hand, independent hotels do not usually have any well-

defined procedures for selecting employees. The input of one key individual (the owner or manager) is all that is necessary for hiring employees (Nankervis & Debrah, 1996). Also, the hiring managers of chain hotels do not live locally and have no access to local market and grapevine information. However, the managers of independent hotels live locally with access to grapevine information on the local situation in employee selection, including poaching of staff from competitors (Lockyer & Scholarios, 2004).

Diversity and nepotism in employee selection

The employee selection process needs to ensure the hiring of a diverse workforce whilst avoiding nepotism. A diverse workforce is one that has employees from all backgrounds in terms of age, race, ethnicity, gender, physical abilities, work background, income, marital status, geographical location, religious beliefs, military experience, parental status and education (Grobler et al., 2006). A diverse workforce creates a productive work environment where talents are fully utilised (Divine, Baum, Hearn & Devine, 2007). It also improves innovation and has a better public image, especially among minority groups (Caball, 2005). Also, since customers come from different backgrounds, a diverse workforce will be in tune with the customer base thereby enhancing problem solving and creativity. Again, since each individual is unique, a diverse company will tap into a wide range of skills (Devine et al., 2007).

In practice, however, research has shown that the employee selection decisions in most hotels do not address the need for a diverse work force

(Manshor, Jusoh & Simun, 2003). For example, Mathis and Jackson (2004) observed that age has a significant effect on employee-selection decisions as older managers favour old job candidates. Another study in Malaysia by Manshor et al. (2003, p.638) concluded that age influences the selection of hotel employees as young managers prefer people of the same age bracket but not those of their 'grandfathers generation'. However, in some countries such as Canada and Japan, where age is respected, some hotels hire older people at the front office to enhance their image (Hooi, 2008; Willie et al., 2008).

Sex also greatly influences employee selection decisions as most hiring managers prefer male job candidates because the performance of female employees tends to be affected by household, child-bearing, and child care activities (Mooney & Ryan, 2009). Some managers are, however, affected by the 'similar to me effect' where preference is given to people of the same sex (Maxwell et al., 2000, p. 370). Studies by Callan and Fearon (1997) observed that small hotels prefer female managers who easily remember good clients, create a homely atmosphere which enhances the hospitality experience of customers.

Another diversity variable that influences employee selection decisions is race and ethnicity as evident in the works of Grobler et al (2006) who concluded that even though legislation requires diversified work force, in practice hotel managers have preference for people who are from the same race as them. The place of origin also has a significant influence on the preference for job applicants. For example, a study by Regmi, Naidoo and Regmi, (2009) indicated that majority of hiring managers of hotels in England preferred Englishmen in

employee selection decisions.

These preferences are the result of stereotyping based on perceptions of previous experiences (positive or negative) and limited contacts with other people (Devine et al., 2007). Stereotyping could create conflicts between groups thereby leading to lower workplace interaction that obscure the qualities in individuals (Woods, Heck & Sciarini, 1998).

It is equally important to manage nepotism in the selection of employees. The practice of favouring one's relatives has the tendency of undermining human resource management as it could undermine meritocracy in such companies (Abdalla, Maghrabi & Raggard, 1998; Boadi, 2000). According to Aralsi, Bavik and Ekiz (2006), hotels that encourage nepotism in employee selection usually do not have motivated workers since those who have relatives in higher positions are always favoured in job selection, postings to juicy places and promotions. Nepotism has adverse effects on job satisfaction which could lead to negative word of mouth advertisement and high turnover rates (Regmi et al. 2009). It is however, popular in small hotels which are run by family members (Mutlu, 2000; Nolan, 2002; Ekiz, 2003; Aralsi et al. 2006). In less developed countries nepotism has been described as a reality of life (Abdalla et al., 1998; Boadi, 2000).

Since nepotism affects employee performance, analysts felt that the adoption of modern management practices by hotels could lead to its decline and ultimate extinction (Parker, 2004). Research has however shown that nepotism is real and present in the hospitality industry (Westhead, Cowling & Storey, 2002; He, 2005). Studies in various countries have confirmed this assertion. For

example, in China, Hutchings and West (2006) found that favouring ones relatives known locally as 'guanxi' was popular in most companies including hotels. Managers employed their relatives, friends and cronies in order to strengthen their influence on the company. Studies in three Arab countries namely Lebanon, Syria, and Jordan by Ali (2005) also observed that the hiring managers of hotels preferred their relatives to enable them maintain the family identity in these hotels. In Egypt, Mohamed and Mohamed (2011) concluded that nepotism also called 'wasta' was prevalent in the hotel sector. Managers had preference for their relatives and friends in order to influence executive succession and exercise some control even when they are on retirement. Okpara and Wynn (2008) also found that in Nigeria, managers of businesses (including hotels) preferred their relatives, friends and people from their local government areas in important positions so that they could influence decision-making.

In Ghana, there are adequate legal provisions to address the need for a diversified work force. Companies (including hotels) are enjoined to have employees from all backgrounds including (religion, sex, political affiliation, region, among others). However, Abdullai (2000) observed that nepotism and cronyism was ripe in most institutions (both public and private). Boadi (2000) also found that hotels (especially the small and independent) encouraged the employment of relatives in order to maintain the family identity.

Strategies that hotels adopt to retain human resources

Hotels spend a lot of time and other resources (human and material) to

prescribe the human resource qualities, recruit, select, and train their human resources. It is therefore important that reasonable steps are taken to ensure that people hired remain in employment (Davies et al., 2001). There is however a high incidence of employee turnover in the tourism industry in general and hotels in particular. Cho, Woods and Erdem (2006) observed that in the USA turnover rates in hotels range from 32% to 300%. According to Mathis and Jackson (2004), employee turnover in hotels is caused by many factors including low pay, lack of job security and career growth, poor work environment and poor working relations and many others. The costs associated with turnover include costs of exit interviews, recruitment costs, selection costs, and costs of training (Bohlander et al., 2001). Studies by Hinkins and Tracey (2000) found that on the average, the cost of employee turnover in hotels in the USA is about US\$10,000 for high complexity jobs (jobs which require four or more years of training) and US\$6,000 for low complexity jobs (jobs which require about 6 months training). Hotels therefore need to take steps to ensure the retention of employees.

Simon and Hinkins (2001) assert that hotels which design and implement effective employee retention programmes have low turnover rates and increased productivity. For example the success of hospitality firms such as Starbucks and Southwest Airlines has been attributed to the implementation of strategies to retain workers (Maxwell & Lyle, 2002). Research on employee turnover has unearthed a number of retention strategies introduced. These include the human resource strategy introduced by the Hilton group called 'Espirit' which embraces three key principles of employee recognition, employee respect, and employee

reward (Maxwell & Lyle, 2002). Other studies emphasised the important role of a realistic job preview (Raub & Streit, 2006), employee empowerment (Klidas, van deen Berg & Wilderon, 2007) in reducing turnover. In addition, Moncarz, Zhao and Kay (2009) have outlined some of strategies that hotels could introduce to retain employees. These include a well-defined, organisational mission, goals and direction, communication of corporate culture; good work environment, job design and hires and promotions. Others are training and development, employee recognition, rewards and compensation, and performance and assessment.

Hotels which have well-defined organisational mission, goals and direction to guide employees in the performance of their duties tend to have high job satisfaction and low turnover rates (Kim, Leon & Lee, 2005). These goals ought to be communicated to the employees on engagement (Moncarz et al., 2009) so that they would be guided by them. Some hotels post these goals on their websites where workers visit to update their knowledge (Abbot, Charles & White, 2005). Research by Chew and Chan (2008) intimated that hotels which involve employees in decision making have high rates of retention since it makes them feel that they are important. Similarly, Abbot et al. (2005) observed that when hotel employees take part in setting corporate goals and direction, they tend to have job satisfaction which reduces turnover. Also, when employees take part in setting and reviewing performance targets for themselves and teams, they tend to regard themselves as valued and respected by management thus impacting positively on retention (Cho et al., 2006).

Another retention strategy is for hotels to communicate corporate culture

to employees (Becker & Huselid, 1999). According to Milman and Ricci (2004), when workers are introduced to a hotel's way of doing business, they act consistently with them. Similarly, if they have positive experiences with a hotel's culture, especially with its humane approach and degree of care, employees are likely to remain in employment. Again, hotels with humane policy on employee issues are likely to have committed workers with high retention rates (Ladkin & Juwaheer, 2000). Pfeffer (1994) recommended that for retention to be effective, a hotel's culture should be communicated to employees on engagement so that they act according to the hotel's procedures in the early stages of work. Sharing information and encouraging feedback have also been found to increase employee loyalty, commitment and retention (Stewart & Knowles, 2000) This involves communicating important cultural values like how to dress, greet, relate to customers among others (Carbery, Garavan, O'Brien & McDonnel, 2003).

The provision of good work environment is yet another strategy that hotels adopt to retain employees (Moncarz et al., 2009). Studies by Martin (2004) underscored that hotels which have clean and safe physical environment make work exciting and reduce turnover. Willie et al. (2008) also observed that the provision of first aid facilities and training employees on how to administer them reduces turnover significantly. Similarly, the provision of the necessary tools and equipment for work reduces turnover levels. These include computers, kitchen equipment, vehicles and others which are necessary for effective delivery of hotel services (Willie et al., 2008).

Another employee retention strategy is good job design and favourable

working relationships (Pallet, Taylor & Jaaywarden, 2003). For example, when systems are put in place to encourage employees to take important decisions on the job and to grant their requests for departmental transfers, turnover is greatly reduced (Walsh & Taylor, 2007). According to Lockyer and Scholarios (2004), hotels whose management brief new workers on important occupational issues, like working for long hours and the need to be on one's feet, have high rates of employee loyalty and retention. Studies have found that hotels which encourage employee socialisation, trade unionism, and representation on committees, professional and carrier growth have high rates of employee retention (Ladkin & Juwaheer, 2000; Chand & Katou, 2007).

The involvement of employees in taking hiring and promotion decisions is another strategy that hotels adopt to retain their employees (MacDufie, 1995). For example, Cafaro (2001) observed that hotels which encourage internal recruitment of employees increase loyalty, commitment and retention. Similarly, studies by MacHatton et al (1997) concluded that hotels which base their hiring and promotion decisions on merit have low turnover rates. Also, where hotels involve employees in the hiring, promotion, transfer and discipline of employees, they perceive such decisions as fair and tend to be committed (Carroll et al., 1999). Also, hotels that make selective hiring (screening of candidates, pre-employment tests and engagement of employees with multi skills, defining age limits for employees, etc.) have been found to heighten new hires' sense of organisational commitment and therefore ensuring retention (Magd, 2003; Cho et al., 2006). However, once these people have been hired they usually seek upward mobility

and if promotions are not forthcoming, they tend to leave (Moncarz et al., 2009). Employer policies regarding employee promotions and work designs have also been found to be among the reasons why employees join, stay or leave large and chain hotels (Cafaro, 2001).

The institution of employee training and development programmes is another strategy for retaining hotel workers (Davies, Taylor, & Savery, 2001). This is because training activities are correlated with productivity and growth (Burke, Koyuaw & Fiksenbaum, 2008). Becker and Huselid (1999) argue that the economic returns of extensive training are more likely to be captured by a hotel if employees are motivated to stay and contribute to its success. To be effective, training ought to be periodic, cover all departments of the hotel and be based on the needs of customers (Gold, 2001).

Research has shown that mentoring is one of the training methods that ensure employee retention since it facilitates the transfer of tacit knowledge from experienced to less experienced people (Wood, 2002). Other employee training programmes that lead to commitment, loyalty and retention are induction, general training, departmental training for teams and groups, periodic training for individuals as well as training to address the peculiar needs of employees (Gold, 2001). Studies by Shaw, Delary, Jenkins and Gupta (1998) also established a positive relationship between training and retention.

Perhaps, the most popular strategy that hotels adopt to retain employees is recognition, rewards and compensation (Guthrie, 2001). Hotels that communicate employee wages and salaries to them on engagement help eliminate unpleasant

surprises and discontent (Milman & Ricci, 2004; Raub & Streit, 2006). Studies have shown that highly competitive wage systems promote employee commitment resulting in the attraction and retention of superior workforce (Walsh & Taylor, 2007). Employees are likely to remain in such hotels as long as the working conditions serve their self-interest and especially if the rewards in terms of incentives are given to all the employees (Cho et al., 2006). However, Walsh and Taylor (2007) believe that although benefits in the form of high wages and salaries help attract and retain hotel employees, the workers need to have opportunities for professional growth and in house promotional opportunities for them to be effective. In addition, studies have revealed that hotels which recognise their employees for exemplary work have high retention rates. These include promotion schemes that are based on performance (Shaw et al., 1998) and recognising individuals and teams for high quality work (Davies et al., 2001). Again, hotels that provide support for their employees to upgrade themselves academically and professionally increase commitment, loyalty and retention (Earle, 2003).

Another strategy that hotels adopt to retain their employees is performance assessment and development schemes. This is usually used to keep track of the value provided by each employee to the overall business. A well-managed appraisal scheme leads to employee retention as hardworking workers see appraisals as recognition of their effort (Delery & Doty, 1996). Also, hotels that discuss appraisal results with employees increase loyalty (Furnham, 2002). The most effective way to ensure commitment and retention is to use performance

appraisals to determine employee training needs, salary administration, and promotions (Becker & Huselid, 1999). The question of who does performance appraisals also affect retention. Whilst it is customary for subordinates to assess their superiors in other service industries such as banking, retail and insurance, Lockyer and Scholarios (2004) believe that hotels allow only managers to assess their subordinates, since making subordinates assess the performance of the superiors has implications on staff discipline and the retention of experienced managers.

The institution of realistic job preview where hotels give job applicants realistic information regarding a position reduces turnover (Raub & Streit, 2006). Such employees usually weigh their options very well and are likely to remain on the job and be successful because there will be fewer unpleasant surprises (Grobler et al., 2006). Studies have, however, shown that some hotels over sell their jobs in advertisements making them appear better than others. People join such hotels with unrealistic expectations and the reality usually presents unpleasant surprises resulting in disenchantment, employee dissatisfaction and turnover (Raub & Streit, 2006). On the other hand, a realistic job preview improves employee job satisfaction, enhances communication through honesty and openness which usually reduces voluntary turnover (Bohlander et al., 2001).

Research in the hospitality and tourism industry has revealed that informing applicants about the benefits and challenges of the position applied for or the job in general reduces unnecessary expectations (Lee-Ross 1999). First time applicants for the hotel, airline or travel agency jobs have glamorous

expectations about their jobs. They expect to rub shoulders with the 'rich and famous', travel free around the world, stay complimentary in the best hotels and eat gourmet cuisine at the employers' expense. When they start work and realise they have to work long hours and on holidays, stand constantly on their feet and deal with awkward customers, they become disappointed (Pizam & Ellis, 1998).

Also providing accurate and unbiased information to job applicants and members of the panel that interview them has a significant effect on retention (Earle, 2003; Lockyer & Scholarios, 2004). However, most hotels provide inaccurate information to job applicants resulting in employee discontent and resignation in the first few months of employment (Torrington et al., 2005). Also, studies have shown that some members of the interview panels do not have sufficient knowledge about the nature of hotel work so they usually select the wrong people who leave the job after few months of engagement resulting in high turnover rates (Raub & Streit, 2006).

Finally, instituting employee empowerment schemes in hotels helps in retention (Klidas et al., 2007). This involves the devolution of decision-making authority and responsibility to frontline employees which enhances service quality and customer satisfaction (Gronroos, 2000). Klidas et al. (2007) observed that hotels which encourage customer contact employees to make financial concessions in situations where customers complain like service breakdowns have high retention rates. This is because employees feel that they are valued by management since their decisions are respected. Similarly, hotels that encourage frontline employees to 'bend the rules' to please customers have low turnover

rates (Scott & Jaffe, 1993). However, many hotels are reluctant to empower the frontline staff because they are not well educated, have little experience and earn low salaries and could abuse the trust (Nolan, 2002). Branan and Hawkins (2005) have suggested that for empowerment to be effective, it needs to commence with employee training schemes which aim at equipping them with skills such as effective communication with customers, how to handle customer complaints, how to handle service breakdowns among others.

Empowering employees gives them a degree of control over their work thus winning their commitment to the goals of the organisation (Klidas, 2001). Aso D'Annunzio-Green and Macandrew (1999) observed that empowerment leads to an increase in employee commitment. It also gives them a sense of ownership resulting in their taking pride in the work. However, most hotel managers (especially independent and small hotels) do not want to empower their subordinates because they feel that the idea of problem solving and decision making are ingrained in managers and there could be chaos when power is given to people who lack basic skills (Clutterbuck & Kernaghar, 1994).

Models on recruitment, selection and retention

Several theories and models have been suggested to guide the recruitment, selection and retention of employees. These include those that regard job analysis as the basis of employee resourcing and retention (Mathis & Jackson 2004; Daft, 2006; Grobler et al., 2006). Others emphasise the adoption of a rigorous analysis in the hiring and retention process (Nankervis, et al., 1999; Seol & Sarkis, 2005)

while other models address diversity in hiring employees (Anthony et al., 2002; Bohlander et al., 2001, Grobler et al, 2009). This study considered the following: the Multi Attribute Model for Employee Selection (Seol & Sarkis, 2005), The Matching Model for Attracting an Effective Workforce (Daft, 2006) and The Human Resource Recruitment and Selection Process Model (Grobler et al., 2006).

The multi-attribute model for employee selection

This model recognises the crucial role of employees in hotel operations and recommends that employee hiring should be in stages (phases). The personal attributes of job candidates are to be tested at each phase or stage before a final decision is taken on the applicant. The stages are receipt of application and shortlisting, aptitude test, interviews, work simulation, reference checks, medicals and physical or personality of applicants. Figure 2 presents the various stages during which tests ought to be conducted. The tests which are to be conducted on the 'technical' and 'soft' skills of applicants will produce three results ('pass', 'fail' and 'put on hold'). The model recommends the recording of all the processes for legal, research and future reference. The model has the following weaknesses:

Firstly, the combination of test scores at various stages of the hiring process could affect the validity and reliability of the results (Sackett, 1987) since some scores could be biased. For example reference checks usually depend on relationship between the candidate and the referee. The reference may therefore not be a true reflection and unreliable. Similarly interviewer bias could

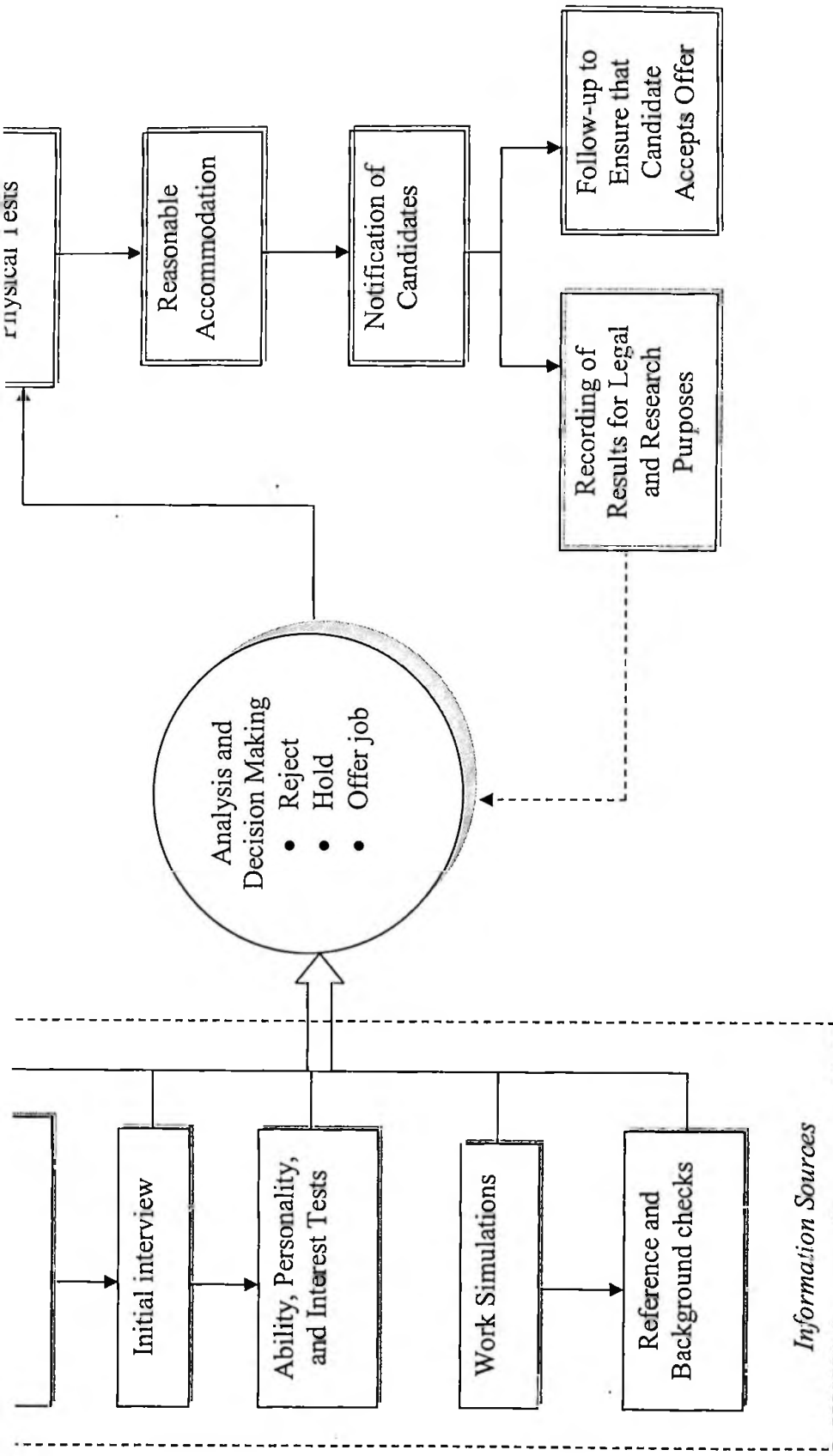


Figure 2: Multi-attribute model for employee recruitment and retention

Source: Seol & Sarkis. 2005

affect the validity of selection interviews (Woods, 2002).

Secondly, the process takes a long time to arrive at a selection decision and this could make managers fatigued. This happens if there is a sharp disagreement among the managers on the variables that will be used to test the job applicants (Seol & Sarkis, 2005).

The model has the many advantages including: The testing of the technical and soft skills of candidates before hiring helps unearth the core competencies which are required for hotel operations (Nickson et al, 2005). These competencies include tact, courtesy, good communication, and consultation.

Secondly, the recommendation for recording of all stages of the employee hiring process will provide useful data which could guide human resource management. The data could also be used for legal and research purposes.

The matching model for attracting an effective workforce

This model is based on the premise that a hotel's need for human resources must match the contribution of employees to its operations. Therefore, as shown in Figure 3, the employee resourcing process ought to ensure that people whose competences match with the human resource requirements of the hotel are engaged. Similarly, employees' performance ought to match the hotels' standards to ensure customer satisfaction. This could be done by ensuring that employees' abilities match the current as well as the future competency requirements. In addition, the hotels' inducements in the form of pay, fringe benefits, training etc. need to match the employees needs. To achieve this, there should be periodic

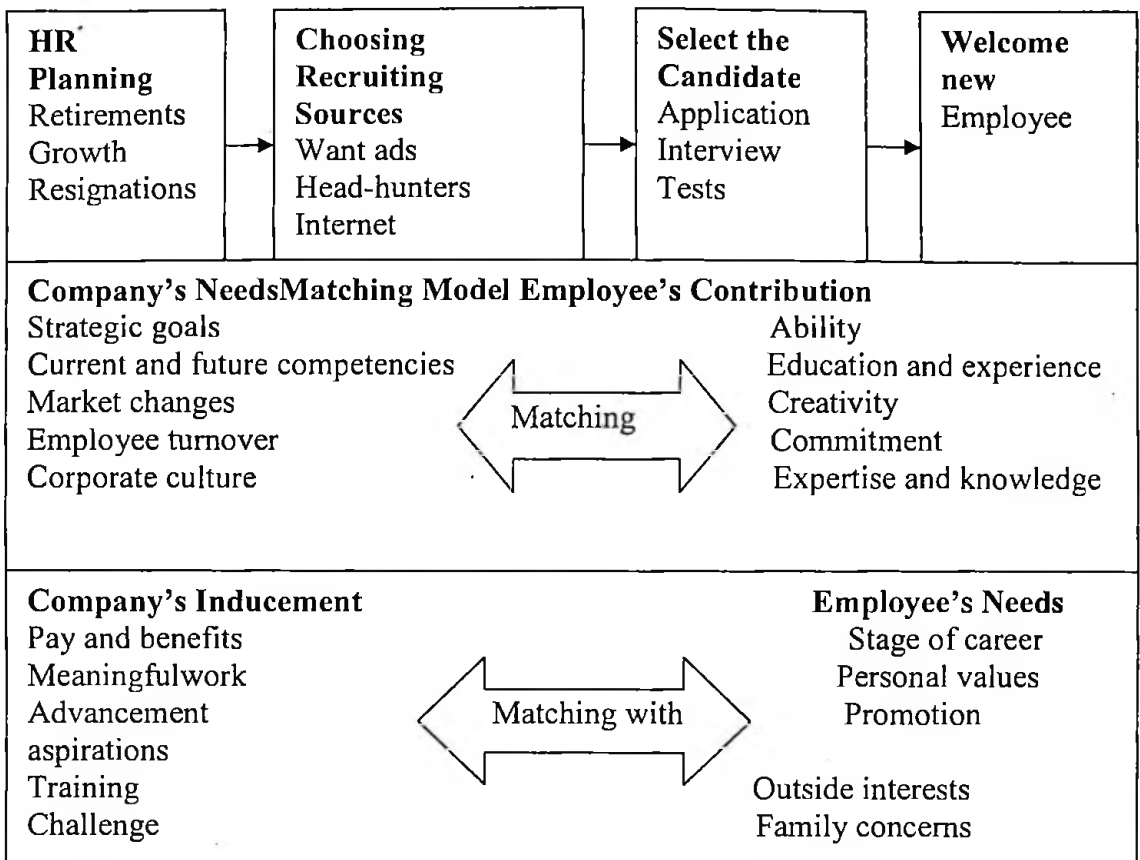


Figure 3: The matching model for attracting an effective workforce

Source: Daft (2006)

assessment of employees needs with regard to their personal values, promotion aspirations and family concerns. The major strength of the model is that the recruitment and selection process always looks for job candidates whose profiles correctly match the job specification (or job requirements). This requires proper job analysis, hiring and placing people on tasks that they have the ability to perform (McBain, 1999).

However, the model does not take into consideration the possibility of employees being transferred to other departments. The skills needed for the new

departments may not match their profiles. They may also not have interest in the new department and therefore resign. Since departmental transfer is a common feature in hotel operations, it is important to address the possibility of transfers.

The human resource recruitment and selection process model

This model, which was based on studies in South Africa, recommends the use of a meticulous process to recruit and select employees. As shown in Figure 4, the hiring process starts with environmental analysis, followed by human resource planning, job analysis, recruitment, selection and placement. The process usually produces three results (a pass, failure and those placed on hold).

The main weakness of the model is that the use of meticulous steps in employee hiring may not work in situations where hotels require quick employee replacements arising out of turnover (Carbery et al., 2005). Similarly, the inelastic demand for hotel services usually requires an urgent need for employees if demand suddenly goes up. Such situations require quick and reliable method of employee hiring (MacHatton et al., 1997).

However, employee resourcing is an expensive and time consuming process which must be done well since if it is rushed and the selected employee leaves, costs will be incurred by the hotel to hire a replacement. Also the pre-recruitment process recommended by the model helps companies (including hotels) conduct job analysis which has been described as the engine or main tool of human resource management (Williams, 2005)

The model is also appropriate for solving the problems of diversity and

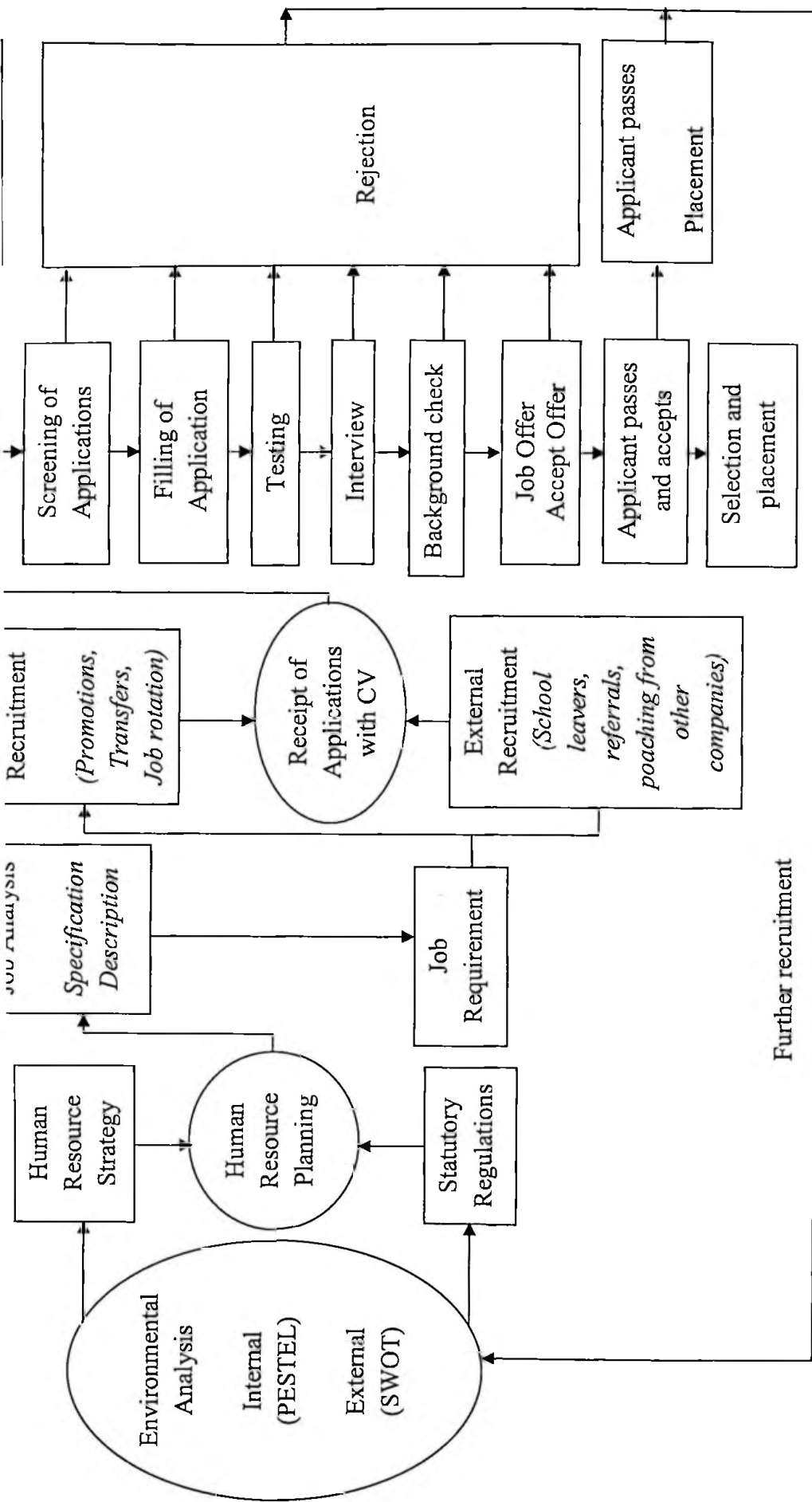


Figure 4: The human resource recruitment and selection process model

Source: Grobler et al. (2006)

and nepotism in human resource management. This is because hotels with diverse employees have better public image, especially among minority groups. They also have competitive edge which usually leads to increased productivity and profitability (Caball, 2005). The pre-recruitment process recommended by the model helps hotels to conduct job analysis which has been described as the human resource management tool.

Conceptual framework for the study

The Human Resource Recruitment and Selection Process Model developed by Grobler et al (2006) was considered as the most appropriate framework for developing an understanding of the process of hiring and retaining employees for hotel operations. Consequently, it was adapted to guide the present study. Modifications were made by introducing three additional constructs whilst emphasising the importance of one. The three additional constructs were the need to have a diverse work force, address nepotism in employee selection, and introduce employee retention strategies. It was also necessary to emphasise the unique role of job analysis in the recruitment and selection and retention of human resources for hotel operations. Figure 5 presents the modified model.

The model was adapted to address diversity in employee selection so that a hotel's work force will comprise people from different backgrounds such as sex, marital status, educational background, religion and tribe among others. Employing people from different backgrounds will be in tune with the customer base since hotel customers come from different backgrounds.

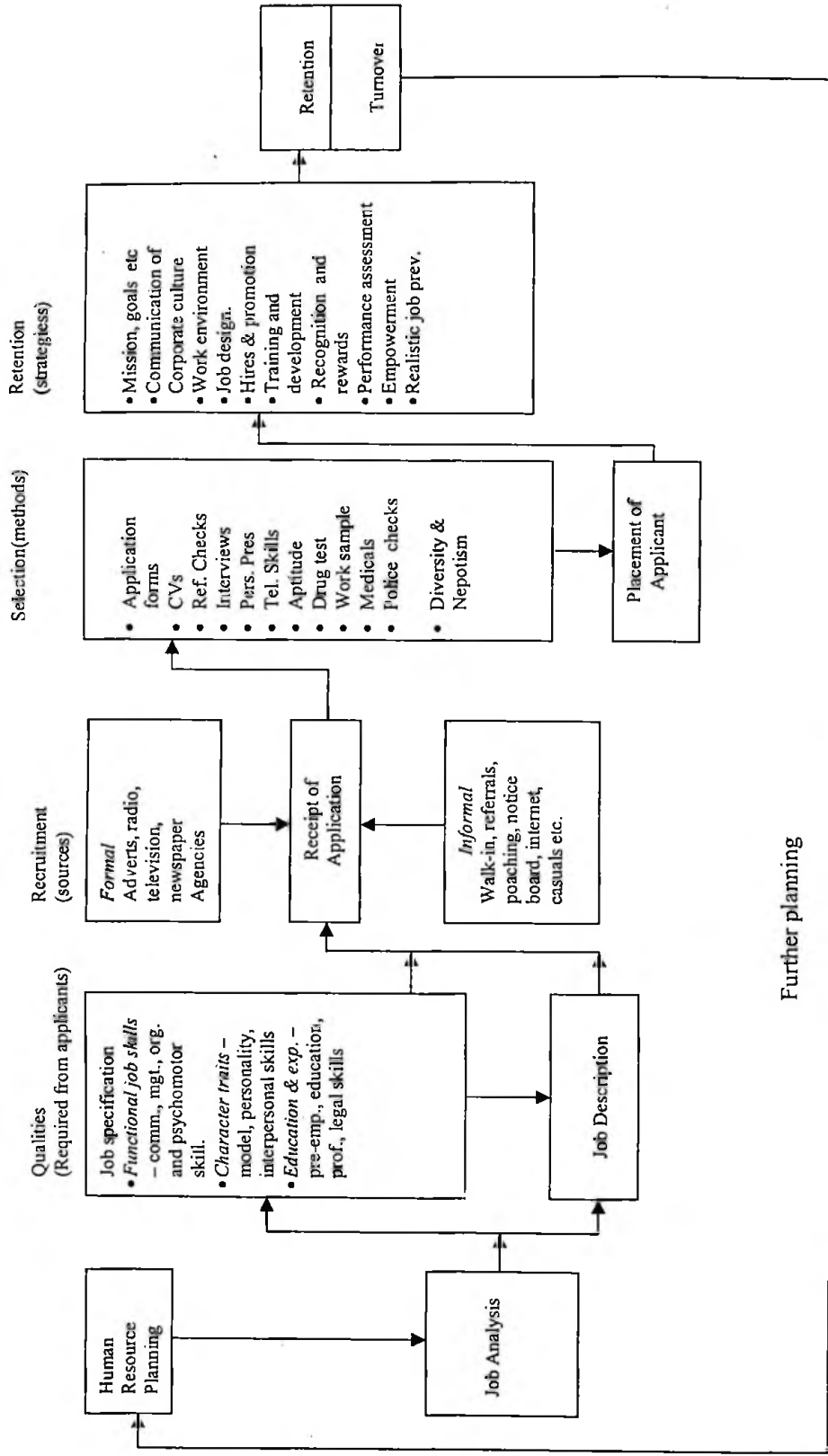


Figure 5: Human resource recruitment, selection and retention model

Source: Adapted from Grobler et al. (2006)

Having workers from diverse backgrounds enhances problem problem solving and ensures creativity. It also creates a better public image especially among minority groups (Aralsi et al., 2006).

In addition, it was necessary to address nepotism so that employee selection decisions are based on merit and not favour the relatives of top managers (Boadi, 2000). Where selection favours the relatives of managers, the other workers may not be motivated to work hard. Furthermore, nepotism usually has adverse effects on the behavioural intentions of employees such as negative word of mouth advertisement and intention to quit (Aralsi et al, 2006).

Again, the model was modified by introducing retention strategies to ensure that employees continue to work in the hotels. Retention is necessary because hotels spend a lot of time and resources to recruit and select human resources and it is necessary that reasonable steps are taken to ensure that such people are retained (Davies et al., 2001). Employee retention is important because research has shown that hotels which adopt strategies to retain employees out perform the competition (Cho et al., 2006).

Finally, the importance of job analysis in the recruitment, selection and retention of human resources for hotel operations was stressed because it provides a description of the work and the employee qualities required to perform that work (Armstrong, 2006). Where the job analysis is done professionally, the processes of recruitment, selection and placement of employees are enhanced.

Summary

This chapter discussed the relevant concepts and theories that informed the study. It began by highlighting the concepts of human resources, human capital, core competences and human resource management. It then discussed the qualities for hotel work, how to recruit, select and retain employees. The concluding part of the chapter examined the models and concepts developed to explain the process of recruitment, selection and retention of employees for hotel work, their strengths and weaknesses and the conceptual framework governing the study. The next chapter discusses the methodology and research approach.

CHAPTER THREE

METHODOLOGICAL ISSUES

Introduction

Research methodology provides a sound foundation to a research regarding how it is conducted (Saunders, Lewis & Thornhill, 2003). Additionally, the validity, reliability, and generalisability of research findings are highly dependent on the research methodologies employed. This chapter deals with the logic of research enquiry, the research design, data sources, target population, sample size, sampling procedures, instruments used to collect data, pre-testing and the fieldwork. Other issues discussed are how the data was analysed, the variables used, ethical considerations and the challenges that were encountered during the data collection and how they were resolved.

Research philosophy

Philosophers of social science and methodologists have long been engaged in a debate as to how best to conduct research. Although there are differences in opinion as to the best approach, there is a general agreement in the literature that research is a systematic and methodological framework which increases knowledge (Amaratunga, Baldry, Sarshar & Newton, 2002). Sarantakos (1998) recommends three basic steps for selecting a research design

whilst Crotty (1998) suggests a set of questions whose answers will provide an appropriate design. Neuman (2000) gave further insight into the work of Sarantakos (1998) and suggested three basic approaches to social research which are positivist social research, interpretive social research, and the critical social process. Most researches are, however based on the positivist and the interpretive approaches.

The positivist and interpretive perspectives of research

Positivism is a research philosophy based on experience and empirical knowledge of natural phenomenon (Microsoft Encarta, 2006). Advocates of positivism see social sciences as an organised method of combining deductive logic with precise empirical observation of individual behaviour in order to discover and confirm a set of probabilistic causal laws that can be used to predict general pattern of human activity (Neuman, 2003). Positivist researchers prefer quantitative data and often use surveys, experiments, and statistics. They seek rigorous, exact measures and 'objective' research, and they test hypotheses by carefully analysing numbers from the measures. Critics, however, argue that positivism reduces people to numbers and that its concerns for abstract laws or formula are not relevant to the actual lives of real people (Neuman, 2003).

On the other hand, the interpretive approach is a systematic analysis of socially meaningful action through the direct detailed observation of people in their natural settings in order to arrive at an understanding and interpretation of how people create and maintain their social worlds. It is concerned with how

ordinary people manage their practical affairs in everyday life, or how they get things done (Neuman, 2003). Interpretive researchers often use interviews, focus group discussion, participant observation and field research which require that researchers spend many hours in direct personal contact with those being studied. Others analyse transcripts of conversation or study video tapes of behaviour in extraordinary detail.

The differences and similarities between these perspectives have led to the emergence of two major methodologies (i.e. quantitative and qualitative) in the social sciences. Each of these paradigms contains theoretical and methodological principles. The qualitative approach is mainly descriptive and involves the collection and analysis of data which is concerned with meanings, attitudes, and beliefs. On the other hand, the quantitative method results in numerical counts from which statistical inferences can be drawn (Ogier, 2002). It is important to point out that quantitative and qualitative methodologies can be employed to complement each other.

The argument as to the best method to choose for a research has been going on for some time (Amaratunga et al., 2002). Though there is a growing awareness among social scientists that positivist and constructivist commitments may be associated with certain research methods, the borderlines are difficult to determine. It is however becoming increasingly important to combine both ideologies and their attendant methods, since a combination of methods facilitates a deeper understanding of the phenomenon under study. A combination of ideology also helps even out the weaknesses of the two methods

whilst complimenting the respective strengths (Depoy & Gitlin, 1998).

Therefore, as Bryman (2004) asserts, while qualitative data may reveal a predisposition towards a reflection of an interpretative and constructionist position, this is not always the case because in spite of the many differences between the two research strategies, there are many examples of research that transcend the distinction. The inference is that the debate over 'quantitative-qualitative' dichotomy is perhaps overblown, because 'even self-confessed paradigmatic extremists do not consistently hold to one position or the other' (Esterby-Smith, Thorpe & Lowe, 2002).

The methodology for this study

As a result, this study adopted a mixed-method approach or triangulation by combining the survey and in-depth interview to collect the data. This helped provide more perspectives on the phenomena being investigated as it facilitated the combination of different forms of data (Esterby-Smith et al., 2002). Also, a combination of methods has been the most popular and favoured approach in this field of hospitality research in recent years. This is evident by the works of Emenheiser et al (1998) and Watson et al (2004). Since research is of value only when its results are related to the work of others (Neuman, 2000), this study adopted triangulation so that the results could be compared to existing literature.

Secondly, combining qualitative and quantitative approaches became the logical choice as it suited the objectives of the study which were to examine how hotels recruit, select and retain their employees. Imbedded in the objective are

exploratory enquiry (how) and positivism (the factors). Therefore, as Patton (1990) observed, the research process is like diplomacy which is the art of the possible. As diplomats, researchers look at the objectives of study and the research situation and choose the most appropriate strategy (Yin, 1994).

Thirdly, the over reliance on one method without adequate justification could lead to a methodological bias. This could result in one being accused of embarking on a 'manufacturing mission' instead of finding the 'truth' as a result of the methods used in research (Amarantunga et al., 2002, p. 22). It was therefore necessary to combine the qualitative and quantitative methods.

Implications for research design

Since every research design has to be consistent with its paradigm, this study was designed to be consistent with triangulation. Consequently, the structure and sequence recommended by Yin (2003) were followed. Figure 6 presents a summary of the research design. The positivist and interpretative approaches have different implications on data collection, richness of data and type of variables to be analysed. The implications are discussed separately.

Firstly, the positivist approach limited the researcher to two methods of data collection, namely the experimental and the survey. Guided by existing literature, the survey method however became the obvious choice since it provided an even platform for the researcher to compare the study results with other works. Evidence suggests that over the past decade, most studies in this field of hospitality research have adopted the survey method to collect and

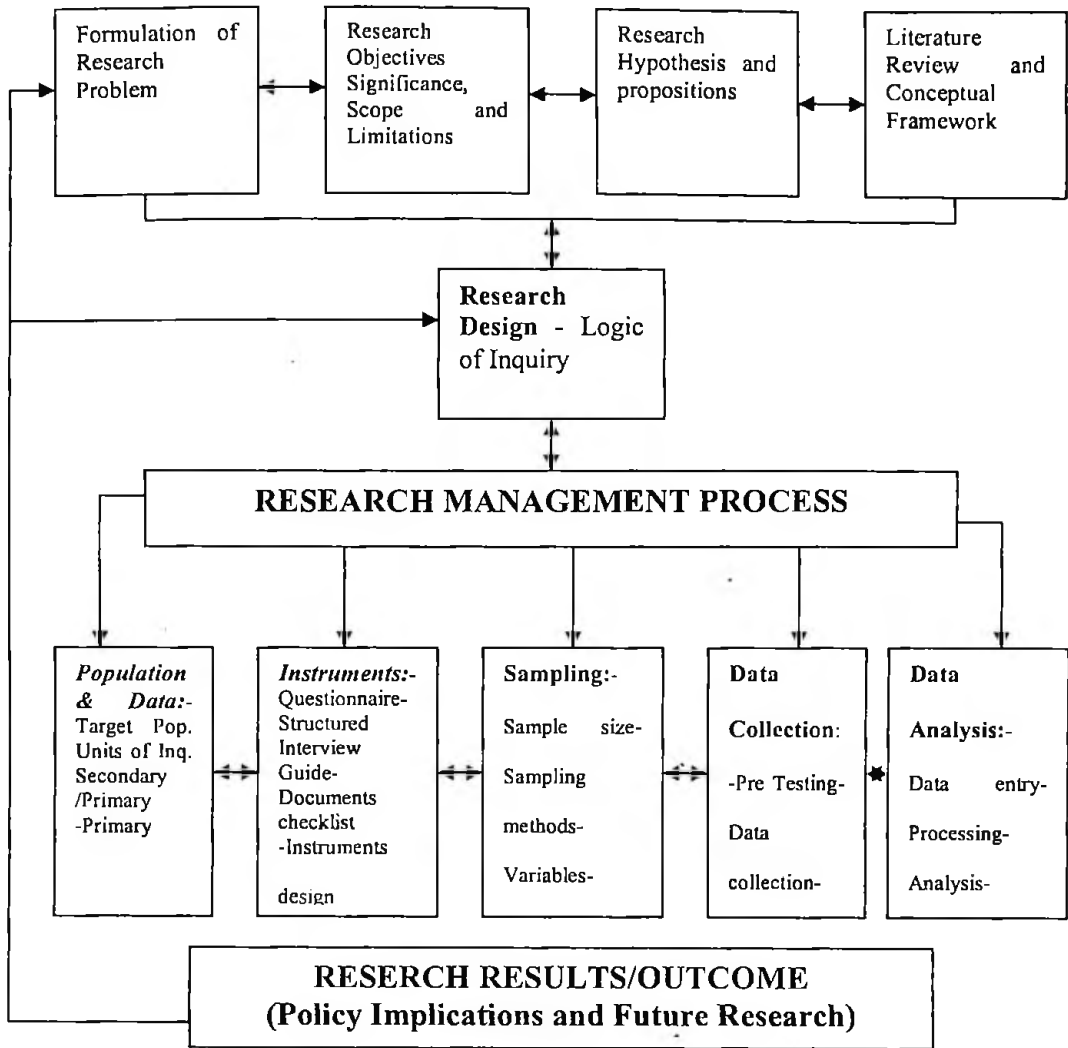


Figure 6: The Research Process

Source: Adapted from Yin (2003) and Antwi (2005)

analyse data. These include Agut et al. (1998) and Watson et al (2004).

Again, the tenets of the positivists' tradition made it necessary to focus on observables. Therefore, most of the constructs associated with employee qualities required for hotel operations, the methods of selection, and the strategies to retain employees were tied to employing the 'Likert Scale' in the questionnaire as data

was captured on interval scale.

Also, since the study assumes that the various issues including qualities required from employees, sources of recruitment, the methods of selection and the initiatives instituted to retain employees could be measured objectively, there was the need to ensure a high degree of reliability and accuracy. Babbie (1992) highlights the importance of reliability and valid measures in sound investigation.

The positivist philosophy had implication for the sample size and the generalisability of the study findings. Since the approach assumes that there is an objective reality, there was the need to employ measures that provide an accurate reflection of the reality. As a result, the sample size was large enough whilst the sample units were selected by a stratified probability sampling technique, to allow for the study findings to reflect the entire population.

Similarly, the interpretative paradigm limits the researcher to many approaches of data collection (Smith, 1993). Guided by existing literature such as Agut et al. (2003), Watson et al. (2004), and Moncarz et al. (2009), it was found valuable to use in-depth interview to collect data. This made it easy to compare the results of the study with other works since meaningful comparisons require common research philosophy.

Again, given the tenets of interpretative tradition, it was necessary to gather data on the real world situations of the respondents as regards the meaning of the concepts of recruitment, selection and retention of human resources for hotel operations (Kvale, 1983). Hiring managers were therefore interviewed in their work places to find out what they perceived to be the human resource

qualities required for operations, sources of recruitment, and retention initiatives.

Finally, the use of a sample size of 10 in the in-depth interviews enabled the researcher probe deeper into the issues (human resource qualities, modes of recruitment and selection, diversity management and retention initiatives). This produced rich and vivid data nested in real life context with a ring of truth, enabling the researcher to discover real life situations.

Target population and units of enquiry

The target population for the study was the hiring managers of all hotels registered by the then Ghana Tourist Board (now Ghana Tourist Authority) to operate in Accra, Kumasi and Cape Coast-Elmina (Table 3). As at 31st December 2009, there were 549 registered hotels of various quality rating, sizes, ownership, and affiliation status in the three cities. This comprised 385 hotels in Accra, 164 in Kumasi and 50 in Cape Coast-Elmina (GTB, 2009). Table 2 presents the list of registered hotels in the study areas.

Table 2: List of registered hotels in study areas

Location	5 Star	4 Star	3 Star	2 Star	1 Star	Guest House.	Budget	Total
Accra	1	4	8	58	43	50	127	385
Kumasi	-	-	3	19	28	16	98	164
Cape Coast	-	-	1	4	13	9	23	50
Total	1	4	12	81	84	75	248	549

Source: Ghana Tourist Board (2009)

Sample size

Since it was practically impossible to question all the elements in the target population (hiring managers of all registered hotels) a sample was selected for the survey. Care was taken to ensure that the sample was representative of the population (Saunders et al., 2003). The sample size was guided by issues such as the need to have hotels of all types represented in the study, the time and resources available to the researcher, and the proposed plan of analysis.

With regards to the survey data, the choice of sample size was guided by the Cochran (1977) formula for determining the sample size. This formula was deemed relevant because it enabled the researcher choose a sample that was representative of the target population. The formula is presented below.

$$n_0 = \frac{t^2 \times (p)(q)}{d^2}$$

Where:

n_0 = the desired sample size (when the population is less than 10000)

t = the standard normal deviation, usually set at 1.96 corresponds to the 95 percent confidence level

p = the proportion in the target population presumed to have peculiar characteristics

q = 1.0- p

d = degree of accuracy desired, usually set at 0.05

For the purpose of this study, $t=1.96$. Most social science studies adopt 95 percent confidence level based on the fact most studies involve social beings and as a result, there is the possibility of an error occurring in the course of the study, $p=$

0.5 (50%).

Since the Ghana Tourist Authority asserts that over 50 percent of the managers of hotels in the study areas are aware of the qualities required for human resources and the initiatives adopted to retain employees. Also, the pilot survey at Tema revealed that on the average, the hiring managers of any two hotels selected randomly are aware of the qualities required from human resources, the sources of recruitment etc. Given the proportion in the target populations that are aware of the issues raised as 0.50, the t statistic being 1.96 and desired accuracy at 0.02, then the sample size is:

$$n_0 = \frac{1.96^2 \times (0.50)(0.50)}{0.02^2}$$

The calculated value of ' n_0 ' denotes that at least 324 hotels should be selected in the study areas to get a representative population. However, the populations for each stratum must be corrected for the 0.02 or 2 percent margin of error using Cochran's (1977) correction formula, which is given as:

$$n_1 = \frac{n_0}{1 + \left(\frac{n_0}{P}\right)}$$

where, n_1 is the sample size

n_0 is 324

and P is the population size for each stratum.

A sample size of 194 was calculated for hotels in Accra, 100 for hotels in Kumasi, and 30 for hotels in Cape Coast-Elmina. The total sample size was therefore 324. It is worth mentioning that 10 percent was added to the desired number in order to account for non-response rate. Consequently, 360 hiring managers were selected.

This was distributed to the study areas as follows: Accra 216, Kumasi 110, and Cape Coast-Elmina 34.

The choice of sample size for the in-depth interview was guided by the need for a small sample size to get rich data and ensure that all grades of hotels from the three locations were represented. Therefore, 10 managers were purposively selected as follows: Accra 5, Kumasi 3 and Cape Coast-Elmina 2.

Sampling procedures

Closely related to sample size determination is the sampling procedure. The sample procedure for the study was based on the principle that the sample must be able to reproduce, on the scale, the characteristics of the entire population so that the results can be generalised to the whole population. Apart from this, the sampling method has to be in harmony with the assumptions underlying the methods of analysis. The study adopted the multi-stage sampling technique for the quantitative data. For the qualitative data, the sampling procedure was guided by the need for a small size which was a representative of the population.

With regards to the quantitative data, the first phase of the multi-stage sampling procedure involved the proportional allocation of the 360 respondents (sample size) to the three locations. As shown in Table 3, this resulted in the selection of 216 hotels from Accra, 110 from Kumasi and 34 hotels from the Cape Coast.

The second stage involved purposive sampling of the various hotel types to ensure that each grade of hotel was represented. This exercise was based on the

quality rating in the various locations instead of the total. The third stage involved the use of simple random sampling technique to select the required number for each quality rating in the three locations.

Table 3: Sample size for administration of questionnaire

Location	5 Star	4 Star	3 Star	2 Star	1 Star	G. Hse	Budget	Total
Accra	1	3	6	44	32	39	91	216
Kumasi	-	-	2	12	20	10	66	110
Cape/Elimina	-	-	1	2	8	6	17	34
Total	1	3	9	58	61	55	175	326

Source: Ghana Tourist Board (2009)

The need for a small sample size which is a representative of the population led to the adoption of a sample size of 10 for the in-depth interview. As shown in Table 4, this was distributed as follows; 5 hotels were selected from Accra, 3 from Kumasi and 2 from Cape Coast.

Table 4: Sample of hotels for in-depth interview

Location	5 Star	4 Star	3 Star	2 Star	1 Star	G. hse.	Budget	Total
Accra	1	1	-	-	1	1	1	5
Kumasi	-	-	1	1			1	3
C.Coast	-	-	1			1		2
Total	1	1	2	1	1	2	2	10

Source: Ghana Tourist Board (2009)

Data and sources

The study used both primary and secondary sources of data. Primary data was obtained from the hiring managers selected hotels in Accra, Kumasi and Cape Coast-Elmina between January and March, 2010. Secondary data was obtained from existing documents such as the Ghana Tourist Board list of registered hotels in Ghana (GTB, 2009), the Ministry of Tourism and the UNDP/WTO Integrated Tourism Development plan for Ghana.

Methods of data collection

Since both qualitative and quantitative methods were used in the study, the instruments for the data collection incorporated both methods. The study adopted the survey and in-depth interview methods to collect quantitative and qualitative data respectively. Data collection involved the design and administration of questionnaire as well as interview guide was performed by the researcher and six research assistants.

Research instruments

A questionnaire containing a number of items was used to gather data (Appendix 1). This instrument consisted of open-ended, closed-ended, and Likert scale questions. It was felt that some questions required not more than a 'yes' or 'no' response. For example, a question relating to whether respondents employed casual workers, employ people who lived locally required a simple 'yes' or 'no' answer. Some parts of the instrument provided an opportunity for open

responses. For example hiring managers were asked to indicate how often they employed workers or what in their view attracted people to work in those hotels. Also, as Agut et al. (2003) recommend, a 5-point Likert type scale was used to measure issues relating to qualities required from employees, methods of selection, preferences for employees and the initiatives that have been instituted to reduce turnover.

In terms of structure, the questionnaire consisted of eight modules, the first module being the one that asked for general information regarding hotels and the respondents. This included the length of time that respondents had worked in the hotels, how vacancies were declared, employment of casual workers, etc. The second module dealt with questions relating to the qualities required for hotel operations and covered three areas - functional job skills, character traits, and background and experience. Respondents were asked to express how important (or unimportant) that the various qualities were on a five point Likert scale.

The third module covered issues relating to sources of employee recruitment by hotels. Respondents were asked to indicate by ticking the sources from which employees were recruited. The fourth module covered methods that the respondents adopted to select employees. Respondents were asked to indicate the extent to which the hotels adopted 19 methods in selecting employees. This was measured by the extent of agreement or disagreement. The fifth module tested how the demographic characteristics of job applicants influenced the employee selection decisions. Respondents were asked to indicate the extent of their selection preference for job applicants with similar 17 demographics. This

was measured by the degree of preference for the applicants.

Module six tested the initiatives that hotels had instituted to ensure that their employees remain in business. Respondents were asked to indicate their agreement or disagreement with 86 employee retention initiatives that had been instituted to reduce turnover. The initiatives were discussed under 10 headings. This was on a 1-5 scale with 1 representing 'strongly disagree' and five representing 'strongly agree'.

The seventh module dealt with issues relating to the hotels such as number of rooms, star rating, location and type of ownership and management. It also dealt with the number of employees, the affiliation of hotels and the number of people who resigned in 2009. The final module dealt with the background information of respondents and variables such as sex, age, education attainment, marital status property tenure, and how long they had worked in the hotel industry. The others were how long the respondents had worked in the particular hotel, their hometown, academic and professional qualification.

Regarding the qualitative data, an interview guide (Appendix 2) was prepared to cover the following issues - human resource strategy of hotels, conduct of job analysis, basis of employee recruitment and selection, and skills that were important for hotels operations. Others were how job candidates were selected, how relationships affect recruitment and selection, fringe benefits for workforce, training and development of employees, etc. A notes taker was present to take notes of salient points that emanated from the interview. Consent was also obtained for the interviews to be tape recorded. To ensure validity and reliability,

the responses provided by the interviewees were repeated for the interviewees to confirm or modify. It also ensured that they understood in order not to misrepresent their views. The results were transcribed and the output incorporated in the notes taken at the interview to facilitate qualitative analysis. On the average, the interviews lasted between thirty and forty minutes.

The variables or constructs used for the study were, as suggested by Neuman, (2000) and Fowler, (2002), the measurable attributes of the various respondents and the hotels that influenced the recruitment, selection, and retention of human resources for hotel operations. The dependent variables identified in the study were many and related to the various research objectives. For the qualities required for hotel work, the variables included hotel experience, management skills, security and safety consciousness, communication skills, sense of humour, commitment, reliability, aptitude test, and medical fitness. For employee selection, the dependent variables included interviews, letter of application, curriculum vitae, reference checks and telephone skills whilst those for employee retention included team work, salaries and other conditions of service, training, realistic job preview, and empowerment.

The independent variables for this study were the various hotel profiles that usually influence the dependent variables. These were size of hotel (based on the number of employees), size of hotel (based on the number of rooms), quality rating, affiliation status, and the city in which the hotels were located.

Pre-testing

The study instruments were pre-tested during the last week of September,

2009, on 36 respondents in Tema which has the same characteristics as the study areas. The respondents were purposively selected to ensure that each grade or star rating of hotel had an equal chance of being selected. In this connection, one 3-star, four 2-star hotels, six 1-star hotels, 12 guest houses and 13 budget hotels were selected. The pre-testing helped the researcher to assess the viability of the survey instrument and the necessary modifications were made before the actual fieldwork. It also threw light on some of the problems that were likely to be encountered during the main survey.

Actual fieldwork

A total of eight people participated in the 3-day survey training that took place during 5th -7th August, 2009. All participants were trained in interviewing techniques and the translation of the contents of the questionnaire into two local languages, Ga and Akan. The training involved classroom presentation and mock interviews using classmates. Six participants were finally selected to constitute a team for the data collection. The selection was based on their in-class participation, performance in the field practices and fluency in Ga and Akan.

According to Gilchrist and Schinke (1993), it is unethical to collect information without the knowledge of the participants. Therefore, access and confidence of the management of the hotels were gained by personally sending introductory letters (Appendix 3) to them. Appointments were consequently made for the actual data collection. The fieldwork lasted for three months, from 4th January 2010 to 3rd March 2010, with the researcher directing affairs.

Response rate

An important aspect of any survey is the response rate which suggests the level of participation of the respondents and quality of data. A total of 360 hotels were selected to form the sample for the qualitative survey. Out of this, 317 (88%) provided usable data for the study. This was made up of 190 respondents out of 216 in Accra (87%), 96 out of 110 respondents from Kumasi (87%) and 31 out of 34 respondents from Cape Coast (91%). The overall non-response rate of 12% was due to either respondents refusing to participate or ending the interview process half-way. With regards to the qualitative data, all the ten hiring managers were interviewed.

Methods of data analysis

The use of statistical techniques to analyse data on human resource issues vary from study to study. With regards to analyzing qualitative data, the techniques commonly used are percentages (Carroll et al., 1999), bar charts (Lockyer & Scholarios, 2004) and pie charts (Mooney & Ryan, 2009). The study adopted these techniques to describe the individual characteristics of respondents and types of hotels, sources of employee recruitment and methods of selection. The N6 qualitative data analysis software was employed in the analysis. A codebook was purposely designed to assist this process. Following the initial frequency counts, some variables were re-ordered to get appropriate and necessary categories.

For the quantitative data, three analyses were undertaken. First, factor

analysis was performed on the human resource qualities that hotels required for their operations. Factor analysis is popular among researchers who have been investigating human resource issues in the hospitality industry (Agut et al., 2003; Emenheiser et al., 1998; Watson et al., 2004). The use of factor analysis in this particular study enabled the researcher to compare the results with existing studies. It also allowed the inclusion of large amount of variables which makes it appropriate for a study that aims at examining the interdependence of the dependent variables (employee qualities) and the independent variable (various hotel profiles). However, like most statistical methods, factor analysis has some defects such as the following: It could suffer from the issue of 'garbage in garbage out' (GIGO) and is also unable to determine the relative importance of the individual variables (Amaratunga et al., 2002).

Secondly, the one-way analysis of variance (ANOVA) technique was used to test whether there was any significant difference in the importance that the various types of hotels (independent variables) attach to the dependent variables. The ANOVA statistic was used because of its proven ability to identify accurately differences among more than two groups. The main weakness of ANOVA is that it is not an end in itself and therefore has to rely on other post hoc methods such as the Fisher et al. (1991) least significant difference and others to determine where the difference lies. It is worth noting that the t-test statistic is used for a similar purpose, specifically when only two groups are involved. The ANOVA is however popular in this field of hospitality studies as it is favoured by researchers such as Emenheiser et al. (1998), Agut et al. (2003), and Watson et al. (2004).

Thirdly, the chi-square statistic was employed to measure the association between the hotel types (size, quality rating, affiliation and location) and other dependent variables such as methods of employee recruitment selection. The chi-square statistic was considered appropriate because of the non-parametric nature of the data relating to the independent variables. Finally, descriptive statistics was employed to measure the multiple methods of recruitment and selection as well as multiple responses on preferences for job candidates based on their demographic characteristics.

Validity and reliability procedures

The procedure for checking the accuracy of the findings involved identifying and adopting a number of commonly used strategies. As shown in Table 5, the procedures included the suggestion by Yin (1999) that researchers must be guided by three principles in data collection and analysis (i.e. the use of multiple sources of evidence, the creation of data base, and maintenance of an explicit link between questions asked, the data collected, and the conclusions drawn. The other strategies include: using a prolonged period of 3 months in the field in order to develop an in-depth understanding of the phenomenon under investigation. Again peer debriefing involving getting someone to review and ask questions for further clarification in order to ensure congruence with others and the author's findings was used to ensure validity. Respondents were also made to recheck the accuracy of the findings soon after the survey.

The Cronbach's alpha co-efficient was used to check for internal

reliability of likert-type scales employed for the survey. According to Pallant (2005), one of the most commonly used indicators of internal reliability is the Cronbach's alpha co-efficient. Ideally, the Cronbach alpha co-efficient of a scale should be above 0.7.

Table 5: Reliability test of Likert-type scales

Scale label	Number of items	Cronbach's Alpha
Methods used to select applicants	19	0.726
<i>Retention initiatives</i>		
Hotel mission, goals, and direction	7	0.709
Corporate culture and communication	10	0.791
Work environment and job design	11	0.593
Hires and promotion	12	0.678
Customer centeredness	4	0.771
Training	9	0.562
Employee recognitions, rewards, and compensation	9	0.801
Employee performance assessment and development	7	0.936
Realistic job preview	6	0.565
Employee empowerment	11	0.732
Qualities desired in job applicants		
Functional job skills	16	0.759
Character traits	17	0.729
Background and experience	15	0.702
Manager's preference of candidates with same demographic characteristics	17	0.822

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Background and experience	15	0.702
Manager's preference of candidates with same demographic characteristics	17	0.822

Cronbach alpha values are, however, sensitive to the number of items in the scale. With short scales, usually fewer than 10 items, it is common to find quite low Cronbach values, usually considered as 0.5. All the Cronbach's alpha co-efficient for the likert-type scale items were found to be larger than 0.5. This showed high internal reliability of the scales that were used for the study. There were therefore no violations of the reliability requirements for the generalisation of the result.

Ethical issues

Ethical and moral considerations require that researchers respect and protect the identity of people who on their own volition decide to take part in a study or divulge information about their properties. Before the start of fieldwork, hotels and their officials were brought into the research through an official letter of introduction sent to all of them (Appendix 3). The letter stated clearly the research topic, purpose, institutional affiliation, duration of data collection, and the use of research results and assured participants of confidentiality. Care was taken not to quote anybody by name, neither was the source of information given disclosed when clarification was being sought from top management.

Survey and related challenges

Data collection poses fundamental problems everywhere and this survey was not an exception. The survey was limited by the following:

In some hotels, the research team members were suspected to be government officials so some respondents were not prepared to participate in the

study on the suspicion that the survey was for purposes of taxation. To address this challenge, the research assistants explained the nature and purpose of the research over and over again to them. The importance of this research and how it could help address human resource problems in hotels were emphasised.

Some hotel managers were not cooperative primarily due to time constraints on their part as they had to attend meetings, supervise work or travel. In some cases, interviews were disrupted by phone calls and drop-in visitors which sometimes made the interviewer lose focus of the topic under discussion. In spite of the managers' heavy schedule, they insisted on filling the questionnaire in the presence of the research assistants. To address this problem, the research assistants had to go very early to meet the managers to collect the data. In some cases it took two or more visits to fill one questionnaire.

Additionally, some hiring managers were just not interested in the study complaining that they had been doing this over a long period of time but had not seen any positive results. This was resolved by pointing out that research is for academic and policy issues which have positive effects on industry as well as consumers of hotel services.

Finally, some managers failed to return the questionnaire in spite of persistent calls on them. In some instances, the research assistants were seen as disturbing the hotel business. This necessitated printing extra questionnaires which was not only time consuming but expensive.

In spite of the challenges, quality was not compromised as the data collected was reliable. Forty three out of the 360 questionnaire administered were

discarded because a reasonable number of the questions were not answered.

Summary

This chapter discussed the study areas, the research philosophy guiding the study, procedures followed to collect the field data, the statistical tools employed for the analysis and assessment of the quality of the data. The next chapter presents the socio-demographic characteristics of respondents as well as the profile of hotels.

CHAPTER FOUR

PROFILE OF RESPONDENTS AND HOTEL TYPES

Introduction

This chapter discusses the socio-demographic characteristics of respondents as well as the features of the hotels covered by the survey. Even though the study is neither on the personal characteristics of respondents nor the characteristics of hotels, it is important to highlight the factors that have some relationships with a manager's recruitment and selection decisions. This is because research has shown that the socio-demographic elements of managers usually influence their employee recruitment and selection decisions (Lockyer & Scholarios, 2004). Similarly, Baum (1995) found out that the characteristics of hotels has some influence the human resource qualities requirements.

Socio-demographic characteristics of respondents

The socio-demographic variables discussed were sex, age, marital status, educational and professional qualification. The others were experience in hotel work and property tenure. These are presented in Table 6.

Sex of respondents

Sex is one of the variables that have been found to influence the needs and

aspirations of people, their perception on issues and events including the choice of

Table 6: Socio-demographic characteristics of respondents

Variable	Frequency	Percentage
<i>Sex</i>		
Male	174	54.9
Female	143	45.1
<i>Age</i>		
35 and below	36	11.4
36 – 45	171	53.9
46 – 55	97	30.6
Above 55	13	4.1
<i>Marital Status</i>		
Single	56	17.7
Married	249	78.5
Divorced/Separated	5	1.6
Widowed	7	2.2
<i>Academic qualification</i>		
Pre-tertiary	41	12.9
Diploma	216	68.1
Degree	60	18.9
<i>Experience in hotel work</i>		
Below 5 yrs	16	5.0
5 – 15 yrs	276	87.1
Above 15 yrs	25	7.9
<i>Professional qualification</i>		
Professionally qualified	93	29.3
Not qualified	224	70.7
<i>Total</i>	<i>317</i>	<i>100.0</i>

Source: Fieldwork, 2010

employees (Mason & Cheyne, 2000). Studies have shown that females generally feel comfortable working with men since most people link the management ability to masculinity or possessing male characteristics (Reshi & Brier, 2000). The sex distribution of the respondents was 54.9 percent males and 45.1 percent females showing that both sexes were fairly represented in the study.

Studies by Callan and Fearon (1997) concluded that small hotels are usually managed by females who have been found to be effective because they easily remember good clients than their male counterparts. This has a positive impact on the hospitality experience of customers. On the other hand, Kniveton (2008) found out that large hotels prefer men who usually work for long hours and are always 'visible' and 'must be there'. However, since more than 65% of the hotels in the study areas were small (Table 8) the suggestion by Callan and Fearon (1997) that most small hotels were managed by females is not supported by the current survey.

Age of respondents

The age of a person could determine his preference for an employee. Research by Mathis and Jackson (2004) shows that older managers favour mature applicants whilst younger managers prefer people of their age group or those who are a bit younger so that they could exercise effective management control over them. The age distribution presented in Table 6 shows that 9.8% were below 35 years, 54.9% were between 36 and 45 years, 31.2% were between 46 and 55 years whilst 4% were above 55years. It is significant to point out that majority (65%) of hiring managers of hotels in Ghana are young (between 25 and 45 years). This

is a confirmation that the hospitality and tourism industry is dominated by young employees (Klidas et al, 2005; Raybould & Wilkins, 2005). Therefore, as suggested by Raybould and Wilkins (2005) industries, which have relatively young employees in management positions have a bright future. Thus, Ghana's hotel industry which is dominated by young people in management positions appears to have a bright future.

Marital status of respondents

The marital status of human resource managers has been found to have a significant effect on their employee recruitment and selection decisions (Kattara, 2005). Beside this, the Ghanaian society gives positive recognition to married people, especially females, and employment decisions usually favour them (Boadi, 2000). Table 6 shows that about 78% of the respondents were married whilst 18% were single. A greater percentage of both the men and women were married.

Academic qualification of respondents

Hotel operations are labour-intensive with a great deal of employee-customer contact. It is therefore important that hotels employ people with the requisite training and qualification. According to Braham (2000), academic qualification could be a dominant factor in the recruitment and selection decisions of hiring managers because people generally want to improve standards and tend to engage people who have some academic qualification. Also, it is generally

known that well-trained employees (academic and profesional) deliver services to customer satisfaction which leads to repeat visit and positive word of mouth advertisement (Gruber et al., 2006).

The details of the educational backgrounds of the respondents presented in Table 6 shows that more than half of the hiring managers (60.5%) have had tertiary education. Out of this 41.6 % had diploma education and 18.9% had university degrees. The rest were secondary education certificate holders (26.5%) and basic school leavers (12.5%). However, only 21% had professional qualification. The revelation that about 61% of the hiring managers of hotels in the study areas have tertiary education is very important for the hospitality and tourism industry in Ghana. According to Agut et al. (2003), hotel work involves, among other things, the analysis of sales and marketing figures which require some analytical skills. Since tertiary education sharpens the analytical skills of people, the educational background of respondents is a positive sign for the hotel sector in particular and the hospitality and tourism industry in general.

Experience in hotel work

Work experience, which comprises the knowledge, skills and attributes acquired when a person works at a place for some considerable period of time (Emeheiser et al., 1998), is good for hotel work. Hotels therefore usually look for people with some considerable level of experience to be in charge of their human resources. Studies have shown that such qualities as active listening skills, friendliness, honesty, intelligence, among others which are acquired on the job are

very important for successful hotel operations (Gruber et al., 2009). Table 6 shows that 5% of the hiring managers of the hotels in the study areas had worked in the hotel business for less than 5 years whilst majority (87.1%) of the respondents have been in the hotel business for between 5 and 15 years. Again, about 8% had worked in the hotel industry for more than 15 years. The managers therefore had considerable industry experience and could make informed decisions on the recruitment, selection and retention of human resources.

Experience in particular property (property tenure)

When people work in a particular hotel for some time, they acquire the culture of the place which helps improve their performance. This is because high property tenure ensures that the incumbent gain greater insight into how work is done in that particular property and this influences their work delivery (Braham, 2000; Gruber et al., 2009). Table 7 presents the results of the experience of the managers in their hotels. It shows that about 41% of the hiring managers in hotels in Accra, Kumasi and Cape Coast had worked in their hotels for below five years whilst 55% had worked in their hotels for 5-10 years. However, only 4% had worked in those hotels for 11 years or more. The revelation that more than half of the hiring managers had worked in their hotels for between 5-10 years is encouraging since the longer one stays at one workplace, the greater one gains insights into the way things are done. This has a positive impact on service delivery, repeat visit and profitability (Braham, 2000).

Table 7: Experience in particular properties (property tenure)

Experience	Frequency	Percentage
<i>Property tenure</i>		
Below 5 yrs	129	40.7
5 – 10 yrs	175	55.2
Above 11 yrs	13	4.1
<i>Job tenure</i>		
Below 3 yrs	119	37.5
3 – 4 yrs	141	44.5
5 – 6 yrs	38	12.0
Above 8 yrs	19	6.0
<i>Position in hotels</i>		
Junior staff	4	1.3
Junior management	11	3.5
Middle management	12	3.8
Senior management	290	91.5
<i>Total</i>	<i>317</i>	<i>100.0</i>

Source: Fieldwork, 2010

Length of time in current position (job tenure)

The length of time a manager spends in a particular position has a bearing on the experience gained on the job. People with long job tenure have greater insights into the challenges that incumbents face as well as the strategies used to overcome them (Kotler et al., 2005). Table 7 shows that 37.5% of the hiring managers had been on their current grades for less than three years whilst 44.5%

had been on them for between 3 and 4 years. In addition, 12% had been on their current grades for between 5 and 6 years and 6% had been on the current grades for more than 8 years. Since more than 60% of the respondents have been in their current positions for 3 years and above, considerable experience may have been acquired in the performance of their duties. Therefore, as observed by Kotler et al. (2005), the experience acquired over the period will help promote hotel operations. In contrast, the revelation that as much as 18% of the respondents have spent 5 years or more on their current positions is not encouraging since according to Maxwell and Lyle (2002), hotels which institute measures to promote employees encourage loyalty and retention.

Position in hotels

The status of a person has an important effect on the decisions that he takes. It includes such decisions like the qualities that prospective employee should have, the sources from which to recruit the employees as well as the criteria for employee selection (Mullins, 2002). Where a hotel is owner-managed, for example, the manager combines a powerful force of ownership and provider of finance and can take important decisions quickly than those managed by other people (Wickramasinghe, 2006). Also, where a fairly senior person is in charge of taking employment decisions, vacancies tend to be filled faster than when approval has to pass through many stages (Walker & Lundberg, 2006). Table 7 shows that more than 90% of the hiring managers were in senior management positions whilst 3.8 % were in middle management positions, 3.5% in junior

management positions, and 1.3% being junior staff. Recruitment and selection decisions are therefore likely to be taken faster since most of the hiring managers did not need to consult a lot of people for approval (Nolan, 2002).

Characteristics of hotels

The characteristics of hotels have some influence on the profile of employees they require for their operations. They include how such people are hired and the strategies instituted to retain them (Jones and Lockwood, 2004). The variables discussed included the size, quality rating, affiliation status and the city in which the hotels are located. Table 8 presents the characteristics of hotels.

Size of hotels

The size of a hotel significantly affects its hiring decisions including the profile of employees, the sources of recruitment, method of selection and the strategies adopted to retain workers (Lockyer & Scholarios, 2004). Two main indicators of the size of a hotel have emerged in literature. These are based to the number of rooms and based to number of employees (Lee-Ross, 1999).

When the number of employees is used as a basis, hotels with fewer than 10 employees are classified as small; medium hotels on the other hand have between 11 and 25 employees whilst large hotels have more than 25 employees (Jones & Lockwood, 2004). Table 8 shows that more than half (67.5%) of the hotels in Accra, Kumasi and Cape Coast were small as they had less than 10

Table 8: Characteristics of hotels

Characteristic	Frequency	Percentage
<i>Size (employees)</i>		
Less than 10 (small)	214	67.5
10 - 25 (medium)	75	23.7
Above 25 (large)	28	8.8
<i>Size (rooms)</i>		
Below 25 (small)	225	71.0
25-40 (medium)	57	18.0
Above 40 (large)	35	11.0
<i>Quality rating</i>		
Budget	155	48.9
Guest house	49	15.5
Star rated	113	35.6
<i>Affiliation status</i>		
Independent	302	95.3
Chain	15	4.7
<i>City location</i>		
Accra	190	59.9
Kumasi	96	30.3
Cape coat	31	9.8
<i>Total</i>	<i>317</i>	<i>100.0</i>

Source: Fieldwork, 2010

8.9% were large hotels with more than 25 employees.

When the number of rooms is used as a basis, then hotels with less than 20 rooms are small, medium hotels have between 20 and 40 rooms whilst large hotels have more than 40 rooms (Kasavana & Brooks, 1998). Table 8 shows that 71% of the hotels in the study areas have less than 20 rooms and are therefore small hotels, 18% had between 20 and 40 rooms and are medium hotels. Only 12.2% of the respondents had more than 40 rooms (and therefore large hotels). Based on both criteria, more than 60% of hotels in the study areas are small.

According to Nolan (2002), the size of a hotel influences the qualities required for operations, sources of recruitment as well as methods of selection. For example, whilst small hotels usually look for people who are multi-skilled and live locally, large hotels usually require specialists. Such people could be recruited elsewhere and brought to the property.

Quality rating of hotels

The quality rating of a hotel provides a subjective assessment of the facilities and services that it provides. It also gives an indication of what guests should expect (Lockyer, 2005). A higher rating therefore emphasises higher guest expectation which includes personalised services provided by employees with specialised skills (Callan, 1994). Such hotels have high staff-to-guest ratio and adopt different strategies to recruit, select and retain their employees compared to guest houses and budget hotels (McIntosh & Siggs, 2005). Properties of lower rating such as budget hotels and guest houses are usually owner-managed with

smaller number of employees and a high turnover rate (Lim & Endean, 2009). Table 8 shows that about half (48.9%) of the hotels were budget hotels, whilst 15.5% were guest houses, and 35.6% star-rated.

Ownership / affiliation status of hotels

The ownership / affiliation status of a hotel has a significant influence on the qualities it requires from its employees, the sources of recruitment, method of selection, diversity, nepotism and initiatives that may be adopted to retain workers (Emenheiser et al., 1998; Watson et al., 2004). Whilst the managers of independent hotels usually use grapevine information to recruit and retain good workers, the managers of chain hotels need to get approval from head office before taking any initiative (Lockyer & Scholarios, 2004). Table 8 shows that majority (95.3%) of hotels in Accra, Kumasi and Cape Coast were independent hotels whilst 4.7% were chain hotels. The hiring managers are therefore likely to have considerable influence in determining the profile of employees, procedures for recruitment, selection and retention of employees.

City location of hotels

The town or city in which a hotel is located significantly influences the type of people who patronise it, the profile of employees, the sources of recruitment and selection among others (Bull, 1994; Jones, 2002 Kotler et al, 2003). For example, Bull (1994) found that the location of a hotel in a city was an important variable that provided competitive advantage in terms of availability of

amenities, infrastructure and specialist labour force. Jones (2002) also observed that the level of economic activity in a city (commercial, conference and meetings, industrial estates, educational institutions, etc.) influenced the location of hotels. So that cities with low levels of economic activity usually attracted small and independent hotels, whilst those with high levels attracted large and chain hotels. Therefore, highly qualified specialists are attracted to such cities and hotels may have to compete with other businesses (especially service sector establishments) for the labour force (Kattara, 2005).

Table 8 shows that 60% of the respondents were selected from hotels in Accra, the national capital which has a high level of economic activity, 30% were selected from Kumasi, a commercial centre with some industrial establishments. Also, about 10% were from Cape Coast-Elnina which is famous for the prestigious second cycle educational institutions, castles and a fort.

Summary

This chapter provided an insight into the socio-demographic characteristics of the hiring managers of hotels in Accra, Kumasi and Cape Coast as well as the profile of the hotels. It commenced with a discussion of the sex, age, marital status, academic and experience of the respondents in the hotel business. With regard to the hotels, the chapter discussed the size, quality grading, affiliation status and the city location of the hotels. The next chapter focuses on the human resource qualities that hotels require for their operations.

CHAPTER FIVE

HUMAN RESOURCE QUALITIES REQUIRED FOR HOTEL OPERATIONS

Introduction

Hotel operations require constant interaction between employees and clients (Baum, 1995; Miller et al., 2008). This service encounter needs to be managed with employees whose skills, abilities, and attitudes produce effective hotel services (Gurrier & Adib, 2001). Hiring wrong people could lead to poor service to customers, which may result in low patronage, negative word of mouth advertisement, low profits, poor wages, and high employee turnover (Goldsmith, 1997). Hotels therefore have a duty to identify the human resource qualities, skills, and abilities that are critical for operations and put appropriate strategies in place to recruit, select, and retain people with those qualities.

In line with the conceptual framework (Figure 5), investigations were conducted into the employee qualities that hotels in Accra, Kumasi and Cape Coast require for their operations. The study followed the pattern of research of Emenheiser et al. (1998), Agut et al (2003), and Watson et al. (2004) into the human resource attributes needed for hotel work. Consequently, the qualities were divided into functional job skills, character traits, and background and experience.

Functional job skills required for hotel operations

These are the skills and behaviours that employees exhibit in performing their duties. As suggested by Agut et al. (2003), hotels that identify the qualities needed for successful operations and employ people with these attributes perform better than their competitors. Among the functional job skills explored in the study were hotel experience, management skills, physical fitness, stamina for long hours, marketing, communication and computer skills. Table 9 presents the respondents' views on the functional job skills required for hotel operations.

The results show that 59% of the hiring managers of hotels in Accra, Kumasi and Cape Coast considered hotel experience as an important human resource quality for employment (mean =3.691). Giving the reasons why hotels employ people with some work experience, the manager of a 3-star hotel in Accra remarked that:

People who have previous work experience need little training since they have been exposed to hotel work already. They therefore take little time to bond with their team member.

This sentiment confirms the claim of Ladkin and Juwaheer (2000) that hotels in Mauritius preferred give people with hotel experience when recruiting since it takes very few resources to train such people. Similarly, Watson et al. (2004) observed that the high level of employee turnover in the hotel industry usually requires quick and immediate replacement of team members who resign. There is therefore very little time to train the new employee so people with previous

industry experience are preferred.

Table 9: Respondents' views on functional job skills for hotel operations

Skills	Number	% that agree	Mean	Std. Error
<i>Psychomotor Skills</i>				
Hotel experience	317	59.0	3.691	0.072
Computer experience	317	15.4	1.779	0.071
<i>Overall Score</i>	<i>317</i>	<i>37.2</i>	<i>2.735</i>	<i>0.0715</i>
<i>Management Skills</i>				
Ability to control costs	317	62.4	3.641	0.071
Security and safety	317	43.6	3.404	0.061
General management	317	33.1	3.085	0.055
<i>Overall Score</i>	<i>317</i>	<i>46.4</i>	<i>3.613</i>	<i>0.062</i>
<i>Communication Skills</i>				
Written communication	317	98.2	4.732	0.03
Oral communication	317	98.2	4.732	0.031
Listening skills	317	93.1	4.514	0.047
International lang.	317	26.4	2.218	0.048
<i>Overall Score</i>	<i>317</i>	<i>79.0</i>	<i>4.041</i>	<i>0.039</i>
<i>Marketing Skills</i>				
Service orientation	317	86.4	4.122	0.037
Ability to increase sales	317	72.8	4.129	0.048
Marketing orientation	317	48.9	3.581	0.056
<i>Overall Score</i>	<i>317</i>	<i>69.4</i>	<i>3.943</i>	<i>0.047</i>

Table 9 continued

Organisational Skills

Stamina for long hours	317	94.4	4.716	0.034
Physical fitness	317	83.2	4.104	0.046
Mental fitness	317	28.3	2.374	0.088
<i>Overall Score</i>	<i>317</i>	<i>63.7</i>	<i>3.529</i>	<i>0.0555</i>

Source: Fieldwork, 2010

Table 9 shows that only 15.4% of the respondents considered computer experience as an important requirement for employment. The finding confirms the observation by Ayeh (2005) that there is a low rate of ICT usage in hotels in Accra. In contrast, studies in other countries found that computer skills are crucial for hotel work. These include Agut et al. (2003) in Spain, Moy and Lam (2004) in Hong Kong, and Watson et al. (2004) in Scotland. In Turkey, Collins (2007) reported that hotels required applicants to have some basic knowledge in the use of computers since hotels train their employees on their (hotel-specific) computer skills.

The results show that about half (46.4%) of the respondents considered management skills as an important employee quality (overall mean = 3.613). The skills included ability to control costs 62.4% (mean = 3.641), security and safety consciousness 43.6% (mean = 3.404), and general management skills 33.31% (mean = 3.085). Explaining the need for employees to be security and safety conscious, the managers pointed out that since hotel workers have the

responsibility of protecting company property, their guests and their property as well as keeping the information about guests secret, it was important to employ people who were security and safety conscious. This supports the suggestion by Jones and Lockwood (2004) that hotel employees should be security conscious in order to protect the assets of hotels and customers.

The majority of hotel managers (79%) required their prospective employees to have communication skills. The specific areas of communication were oral communication 98.25% (mean = 4.732) and written communication 98.2% (mean = 4.732). The manager of a budget hotel explained that:

The ability to communicate effectively with customers ensures their satisfaction which leads to repeat visit, positive word of mouth advertisement and profitability.

The finding is consistent with the observation by Alleyne et al. (2006) that effective communication with customers, especially oral communication (including good telephone manners), is the key to successful hotel operations.

Table 9 shows that 93% of the hiring managers required their employees to be good listeners (mean = 4.514). According to Clopton et al. (2001), active listening skills are very important for all categories of hotel employees. These include customer-contact employees such as front office staff, bar tenders, and servers who must be good listeners to help deal with customer complaints in times of service breakdowns. Emphasising the need for active listening skills, Alge et al (2003) observed that employees who have these skills portray the spirit of friendliness, courtesy, honesty and service.

In contrast, only 26.4% of the respondents attached great importance to the ability to speak one or more international languages (mean = 2.218). This, according to the managers, was due to the fact that most of their clients were Ghanaians who spoke the local languages. Therefore, emphasis was on the ability to speak the Akan language which is spoken by majority of Ghanaians. However, the hiring manager of a chain hotel in Accra pointed out that for efficient service to their foreign guests, the hotel made sure that the reception staffs were proficient in English, French and sometimes, Spanish. This finding is in line with the observation of Ladkin and Juwaheer (2000) that there are two categories of hotels in Mauritius; those whose clients are mainly local people and those that have foreigners as their major clients. Those that serve foreigners prefer hiring people who can speak two or more international languages. In Turkey, Collins (2007) observed that hotels which serve foreigners put premium on employees who can speak two or more international languages.

On the marketing of hotel services, over half of the hiring managers 69.3% (mean = 3.943) felt it was an important attribute for hotel work. The items that were employed to assess the marketing skills were service orientation 86.4% (mean = 4.122), ability to increase sales 73% (mean = 4.129), and general marketing orientation (about 49%, mean=3.581). The need for marketing skills confirms the observation by Brophy and Kiely (2002) that hotel employees need marketing skills for successful operations. According to them, the skills include good service to customers, including meeting and greeting them, resolving individual complaints, and dealing with those who appear dissatisfied.

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Table 9 shows that, overall, about 64% of the respondents required hotel employees to have good organisational skills (overall mean = 3.529). The specific organisational skills considered important and therefore rated high were stamina to work for long hours (94.4%, mean = 4.716) and physical fitness (83.2%, mean = 4.104). About half (49%) of the respondents considered conscientiousness as important (mean = 3.102). However, only 28.3% (mean = 2.374) considered mental fitness as important for hotel operations. The need for physical fitness and stamina for long hours is consistent with the assertion made by Lockyer and Scholarios (2004) that hotel employees need to be physically fit and have stamina since they work for long hours.

Character or personality traits required for hotel operations

These are the behaviours, perceptions, and attitudes that hotel employees exhibit in the performance of their duties (Lussier, 2000). Research has shown that hotels whose employees show the right attitude and behaviours have a dedicated customer base which leads to profitability (Alge et al., 2003). The character traits explored included working in teams, under pressure, sense of humour, positive attitude, initiative and friendliness. Others were enthusiasm, reliability, integrity, and interpersonal skills. Table 10 presents the respondents' views on the character traits required for hotel operations.

The results show that 95% of the hiring managers of hotels in the study areas required employees who could work in teams (mean = 4.587). According to the managers, hotel work is basically teamwork where members of the teams

Table 10: Respondents' views on character traits required from job applicants

Quality/Attributes	Number	% that agree	Mean	Std. Error
<i>Key or Model Attributes</i>				
Team work	317	95.5	4.587	0.033
Sense of humour	317	83.6	4.338	0.046
Enthusiasm	317	79.2	4.104	0.048
Adaptability to change	317	59.0	3.871	0.053
Honesty and integrity	317	33.4	2.356	0.092
<i>Overall Score</i>	<i>317</i>	<i>70.14</i>	<i>3.851</i>	<i>0.0544</i>
<i>Personality</i>				
Reliability	317	93.7	4.476	0.036
Intellectual ability	317	93.7	4.476	0.037
Commitment	317	92.4	4.468	0.038
Friendliness	317	88.0	4.246	0.038
Decision-making skills	317	36.6	3.47	0.047
<i>Overall Score</i>	<i>317</i>	<i>80.88</i>	<i>4.2808</i>	<i>0.0392</i>
<i>Interpersonal Attributes</i>				
Positive attitude	317	82.9	4.249	0.043
Initiative	317	82.7	4.271	0.045
Interpersonal skills	317	40.7	3.609	0.046
<i>Overall Score</i>	<i>317</i>	<i>68.8</i>	<i>4.043</i>	<i>0.0447</i>

Table 10 continued*Leadership*

Self confidence	317	94.9	4.577	0.034
Work under pressure	317	87.1	4.136	0.042
Accepts responsibility	317	50.8	3.751	0.051
Emotional maturity	317	30.9	2.41	0.087
<i>Overall Score</i>	<i>317</i>	<i>65.9</i>	<i>3.719</i>	<i>0.054</i>

Source: Fieldwork, 2010

compliment each other apart from learning from among themselves. The findings collaborate with the claim by Payne and Richman (2006) that teamwork in hotels enables workers to learn from each other thereby resulting in a multi-skilled work force. Multi-skilled workforce has also been cited as one of the keys to the success of Walt Disney Hotel in the United States of America.

Table 10 shows that 59% of the respondents considered job candidates who could adapt to change in the performance of their duties as an important quality for employment (mean = 3.871). The managers explained that adaptability to change involves employee adjustment to different situations such as new assignments, new supervisors, team members, and customers with different characteristics. This finding is in consonance with the observation by Maher and Stanford (2000) that successful hotels prefer employees who adapt easily to changes in the performance of their duties. Such people usually perform multiple roles without boundaries and can work in any department of the hotel.

The results shows that 79.2% of the hiring managers preferred employees

who showed enthusiasm in the performance of their duties (mean = 4.104) whilst about 84% considered a high sense of humour (mean = 4.338) as an important quality for employment. The findings are consistent with best practice suggested by Gruber et al. (2009) that hotel employees who are enthusiastic about their work make clients feel at home whilst a friendly posture with a high sense of humour even under difficult conditions makes customers confident that they are in safe hands. Similarly, Nickson et al. (2005) observed that hotel employees need to have the right attitude, look good, sound right and be cheerful towards both customers and co-workers.

Table 10 shows that about 94% of the respondents considered reliability as an important quality for employment (mean = 4.476) whilst 92% considered commitment as crucial for hotel work (mean = 4.468). A hotel manager in Kumasi remarked:

Employees who are reliable and committed are preferred since such people can be trusted. Therefore when they are trained they can perform multiple roles with little or no supervision.

This confirms the claim by McGuningle and Jameson (2000) that hotels prefer employees who are committed and reliable since they deliver services to customer satisfaction resulting in repeat visit and positive word of mouth advertisement.

On friendliness, 88% of hiring managers of hotels in Accra, Kumasi and Cape Coast preferred employees who were friendly (mean = 4.25). This is an important quality for hotel operations since there is a lot of employee contact with

customers. Employees who exhibit friendly and courteous demeanor help maintain good customers (Miller et al, 2008). According to Nickson et al. (2005), employees who display friendly and courteous posture at the point of service delivery ensure customer satisfaction, repeat visit and positive word of mouth advertisement.

The results show that about 94% of the respondents considered intellectual ability of job applicants as an important quality for employment (mean = 4.476). Explaining the rationale behind this preference, the manager of a chain hotel in Kumasi remarked that:

Hotels train their employees on many aspects of the job such as how to make reservations, how to handle service breakdowns among others. Since training involves imparting knowledge, it is only intelligent people who are trainable, so it is important to have employees with intellectual ability.

This finding is in consonance with the conclusion of Alleyne et al. (2006) that the skills needed for successful hotel operations require the application of employee intelligence hence the need for employees to have intellectual ability.

The study revealed that 83% of the respondents considered people with positive attitude as good material for employment (mean = 4.249). Similarly, about 83% preferred job candidates who have initiative as good (mean = 4.271). According to Branine (2008), employees who take the initiative on the job to please customers in challenging situations like fixing service breakdowns and

settling minor disputes are able to contribute to the hospitality experience of guests. Hotel employees should therefore be proactive, have the right attitude, look good, and sound right to customers for the latter to know that they are in safe hands (Nickson et al., 2009).

Table 10 shows that only 40.7% of the hiring managers of hotels in Accra, Kumasi and Cape Coast regarded inter personal skills as an important quality for operations. The respondents explained that each hotel had its way of doing business and this culture manifests in the way that the workers interact with customers. Therefore, hotels train their employees in their unique way of serving their clients which include interpersonal skills. This finding confirms the claim by Der Wagen (1996) that each hotel group has its own standards on how employees should interact with customers. Therefore, they employ people and train them on their hotel-specific interpersonal skills such as personal presentation and hygiene, uniform, greetings and others.

The results show that about 95% of the hiring managers of hotels in the study areas regarded self-confidence as an important quality that prospective employees should have (mean = 4.577). Explaining the need for employee self-confidence on the job, Nickson et al (2005) pointed out that it gives an assurance to customers that they are in safe hands. This makes them develop trust in employees leading to repeat patronage and positive word of mouth advertisement.

Table 11 shows that 87% of the respondents regarded ability to work under pressure as an important quality for employment (mean = 4.136). According to Harper et al. (2005), this means that hotel employees should be able

to absorb the pressure of work and perform creditably in challenging situations such as serving many customers during peak periods or when there is an unexpected increase in demand for hotel services. It also includes dealing with difficult customers as well as employee reaction to highly emotive situations. The need for employees who can work under pressure is consistent with the claim by Agut et al. (2003) that people who have the ability to work under pressure are in high demand in Spain and other tourist destinations in Europe because of their ability to enhance the hospitality experience of clients.

Finally, about 31% of the hiring managers regarded emotional maturity as an important quality for employment (mean = 2.410) whilst 50% regarded the acceptance of responsibility as an important quality (mean = 3.75). The findings are inconsistent with the common practise suggested by Harper et al. (2005) that hotels ought to employ people who are matured emotionally. Such people are said to accept responsibility and are able to withstand the pressure of work.

Background and experience required for hotel operations

Since hotel work involves constant interaction between employees and clients, management needs to engage people with the appropriate skills, knowledge and abilities to manage this interface (Lai & Baum, 2005). Such skills depend on the background and experience of the applicants (Saffu et al., 2008).

Among the background and experience issues examined were academic and professional qualification, membership of clubs, extra curricula activities, curriculum vitas (CVs) and preparation for interviews. Others were career

commitment, willingness to relocate, aptitude test, medical tests, recommendation from schools and past employees as well as professional image and grooming. Table 11 presents respondents' view on these attributes.

The results show that 50.7% of the hiring managers of hotels in the study areas considered the background of applicants summarised in a well-planned curriculum vitae (CV) as an important requirement for employment (mean = 3.306). The managers explained that CVs provide a summary of the background including the work experience of applicants which could be cross-checked. The results are in line with the claim by Nickson et al. (2005) that hotel managers usually prefer applicants who summarise their profile in a nice CV.

Table 11 shows that 85.5% of the respondents regarded preparation for interview and performance at interview as an important quality for employment (mean = 3.981). The high premium given to preparation and performance at interviews is because:

The interview session is the first official contact between management and the job applicant. How the applicant prepares for the occasion is an indication of how he will prepare for an important guest when employed.

This sentiment by the manager of a chain hotel in Accra is consistent with the observation by Lockyer and Scholarios (2004) that hotel work involves employee interaction with customers so interviews are used to assess the job candidates' personality and how prepared they are for this interface.

Again, about 84% of respondents regarded commitment to career in hotel

Table 11: Respondents' views on background and experience required

Qualities / Attributes	Number	% that agree	Mean	Std. Error
<i>Pre-Employment</i>				
Preparation for interview	317	85.5	3.981	0.047
Career commitment	317	83.6	4.085	0.057
Background on CV	317	50.7	3.606	0.058
Willingness to relocate	317	22.1	2.628	0.069
Stability in past job	317	21.7	2.091	0.08
Rec. from past employer	317	15.8	1.858	0.075
Rec. from current employer	317	15.1	1.814	0.072
<i>Overall Score</i>	317	42.1	2.866	0.065
<i>Education and Professional Background</i>				
Academic qualification	317	89.3	4.483	0.048
Aptitude test	317	87.7	4.41	0.051
Professional qualification	317	25.2	3.205	0.052
Recom. from college	317	8.9	1.814	0.072
Extra-curricula	317	6.7	1.539	0.055
Membership of club	317	4.7	1.511	0.05
<i>Overall Score</i>	317	37.1	2.827	0.055
<i>Legal Background</i>				
Medical fitness	317	95.6	4.609	0.033
Grooming and prof. image	317	92.1	4.647	0.042
<i>Overall Score</i>	317	93.9	4.628	0.0375

Source: Fieldwork, 2010

work as an important attribute for employment (mean = 4.085). But 21.7% regarded stability in past job as an important attribute for hotel work (mean =

2.091), whilst 15.1% placed higher premium on recommendation from the pastemployers of job applicants (mean = 1.858), and 22% of the hiring managers regarded willingness to relocate as an important attribute for hotel work (mean = 2.628). The low rating that the respondents gave to willingness to relocate is however inconsistent with common practice in hotel management. According to Carbery et al. (2003), willingness to relocate, mobility, or moving to a new area is a regular feature in hotel work. It is also a positive feature for employees in chain hotels since it offers more career growth opportunities and high salary levels. Studies have shown that the hotel sector is prone to vocational mobility with employees actively seeking job change and willing to relocate (Baum, 2007). Relocation is, however, a big problem for married women with young children who go to school (Mooney & Ryan, 2009).

Table 11 shows that 89.3% of the respondents regarded academic qualification as an important employee attribute for hotel work (mean = 4.48). According to Moy and Lam (2004), hotels place high premium on academic qualification because it is easy to develop the communication, time management, and decision making skills of people with academic qualification. The need for academic qualification for hotel work is, however, new. This is evident in the research work of Baum (1989) in the Midlands area of England which found that less than 30% of respondents regarded academic qualification as an important requirement for hotel work. Another study in the same area after some 15 years later by Harper et al. (2005) concluded that more than 75% of the hiring managers felt that academic qualification was crucial for hotel work.

On professional qualification, the results show that only 25.2% of the respondents regarded it as important quality from job applicants (mean = 3.21). The managers cited the non-availability of professional training institutions as the rationale behind the low premium given to professional qualification. The finding is not different from the practice in other African countries such as Mauritius, (Ladkin & Juwaheer 2000) and Egypt (Kattara 2005).

Table 11 shows that 87.7% of the respondents conducted aptitude test on job applicants (mean = 4.41). The rationale, according to the manager of a chain hotel, was to:

Assess the communication and analytical skills of applicants. Since hotel work involves analysing sales figures as well as communicating with customers, employees must be comfortable with basic mathematical analyses.

The finding supports the work of Agut et al. (2003) which found that hotel employees need to know how to analyse sales and marketing figures.

The study revealed that 4.7% of the respondents considered club membership as important for employment (mean = 1.51) whilst 6.7% regarded interest in extra-curricular activities an important attribute for employment (mean = 1.54). Also, 8.9% gave weight to the recommendation from the applicants' past schools (mean = 1.814). The finding is in line with the observation of Chand and Katou (2007) that just a few hotels in India encourage their employees to belong to clubs in order to lure their club members to use their hotels.

The results show that majority of the hiring managers of hotels in the study areas (overall rating of 93.9%) and corresponding mean of (4.628) required hotel employees to satisfy the industry-specific legal issues. These were medical fitness 95.6% (mean = 4.81) and grooming with good professional image 92.1% (mean = 4.647). The need for medical fitness is supported by Emenheiser et al., (1998) and Walker and Lunberg (2006) who claimed that hotel employees especially those who have a great deal of customer contact and those who work in the restaurants, bars and kitchen need to be medically fit. Similarly, the need for employees who are well groomed with good professional image is consistent with best practice suggested by Raybould and Wilkins (2005) and Willie et al., (2008).

Factor analysis on human resource qualities required for hotel operations

Forty-nine (49) items on the qualities and attributes that hotels seek from job applicants were subjected to Principal Component Analysis (PCA). Table 12 presents the results of the factor analysis. An inspection of the correlation matrix revealed the presence of many coefficients of 0.3 and above, indicating that the data does not violate correlation strength assumption. The Kaiser-Meyer-Okin value was 0.853, exceeding the recommended value of 0.6 and the Barlett's Test of Sphericity was significant ($p\text{-value} = 0.000 < 0.05$), supporting the factorability of the correlation matrix. The PCA revealed the presence of 11 components with Eigen values exceeding 1 together explaining the variance. An inspection of the scree plot revealed a clear break after the fourth component. Using Catell's (1966) scree test, four components were retained for further analysis. This was further

Table 12: Varimax rotated factor analysis of employee qualities required for hotel operations

Factors	Factor Loadings			
	1	2	3	4
Factor 1 - Functional job skills				
Hotel experience	-0.015	-0.193	0.399	0.685
Management Skills	0.107	0.129	0.562	0.114
Security & safety	0.554	-0.040	-0.186	0.472
Physical fitness	0.381	0.253	0.080	-0.309
Oral communication	-0.142	0.629	-0.022	-0.062
Written communication	-0.177	0.699	0.028	-0.029
Service orientation	0.453	0.204	0.322	0.055
Marketing orientation	0.508	-0.143	0.155	0.419
Stamina for long hours	-0.045	0.559	0.041	-0.074
Cost control skills	0.188	-0.101	-0.264	0.684
Ability to increase sales	0.228	0.220	0.295	0.561
Organizational skills	0.531	0.027	0.223	0.532
Computer experience	-0.134	0.405	0.274	0.023
Listening skills	0.322	-0.246	-0.039	0.611
Factor 2 - Character traits				
Sense of humour	-0.170	0.587	0.130	-0.337

Table 12 continued

Team work	-0.090	0.586	0.083	-0.272
Self confidence	-0.122	0.353	0.118	-0.237
Accept responsibility	0.569	0.041	-0.052	0.086
Work under pressure	0.138	0.124	0.332	-0.249
Honesty & integrity	0.830	-0.269	0.044	0.022
Decision-making skills	0.682	-0.038	0.176	0.066
Friendliness	0.093	0.137	0.668	-0.149
Adaptability to change	0.243	-0.033	0.738	-0.240
Enthusiasm	0.116	0.011	0.790	0.062
Positive attitude	0.090	0.171	0.660	0.281
Initiative	-0.015	0.291	0.482	0.330
Reliability	-0.021	0.536	0.362	0.171
Intellectual ability	-0.202	0.617	0.118	0.038
Commitment	-0.167	0.702	0.029	0.085
Factor 3 - Background and experience				
Well-planned CV	0.119	0.063	0.034	0.395
Stability in past job	0.707	-0.144	0.137	0.065
Academic qualification	-0.343	0.387	0.252	0.211
Professional qualification	0.387	0.269	0.154	0.065
Preparation for interview	-0.186	0.074	0.512	0.036

Table 12 continued

Willingness to relocate	0.548	-0.040	-0.093	0.338
Career commitment	0.084	0.191	0.220	0.245
Medical fitness	-0.306	0.120	0.223	-0.034
Aptitude test	-0.510	0.319	0.072	0.034
Grooming and professional image	-0.194	0.589	0.112	0.169
Eigen value	11.469	5.736	2.824	2.344
% of variance explained	23.894	11.950	5.883	4.883
Cumulative percentage explained	23.894	35.844	41.727	46.610

NB. All loadings of 0.50 and above are highlighted

supported by the results of Parallel Analysis which showed only four components with Eigen values exceeding the corresponding criterion values for a randomly generated matrix of the same size (48 variables x 317 respondents). The four components explain approximately 46.6% of the matrix.

The results suggest that the scales held together well and the three factors extracted have significant relationships. All the components extracted showed a number of strong loadings (0.60 and beyond). Table 12 shows that the three main factors- functional job skills (factor 1), character traits (factor 2), and background and experience (factor 3) could be considered as the human resource qualities required for hotel operations.

Human resource quality requirements and hotel types

Research has shown that the characteristics of hotels have great influence on the human resource qualities that are required for operations. This is evident in the works of Nolan (2002), Lockyer and Scholarios (2004), and Watson et al. (2004). For example, Nolan (2002) found that small hotels require people who are multi-skilled and can perform multiple roles whilst large hotels need people who can perform specialist duties. Similarly, Lockyer and Scholarios (2004) observed that the affiliation status of hotels influences the qualities required from prospective employees. This is because chain hotels usually engage people who have some hotel experience to be trained further and transferred to the various locations. On the other hand, independent hotels usually require local people who have knowledge of local market and can perform multiple roles.

Consequently, this section examined how the profile of hotels influences the human resource qualities required for operations. The aim was to find out if any significant differences existed between the various hotel profiles and the employee qualities required for operations. Both the t-test and analysis of variance (ANOVA) were employed to determine whether any significant relationship existed between the various hotel types and the employee qualities. The t-test statistic was applied on variables that had two categories whilst the ANOVA was applied on variables with three or more categories. The significance level was set at 0.05. Therefore, a p-value of less than 0.05 is an indication that there is a significant relationship between the variables whilst those above the significance level of 0.05 shows that no significant relationship existed between them

(Saunders et al., 2003). Table 13 presents the results of the analysis.

First, the relationship between the various hotel profiles and the need for employees to have some previous industry experience was examined. It was noted that significant differences existed between all the hotel types and the need for some industry experience. Therefore, irrespective of the type of a hotel - size (based on number of employees), size (based on number of rooms), quality rating, affiliation status and the city in which it is located, job candidates were required to have some industry experience.

Similarly, Table 13 suggests that some significant relationship existed between the various hotel types and the need for employees who are honest with some sense of integrity. Thus irrespective of the size, quality rating, affiliation status and the city in which a hotel was located, employees were required to be honest and exhibit positive attitude to work.

On communication skills, it was noted that some significant relationship existed between four hotel profiles and the need for employees to have written and oral communication skills. These were size (based on employees), size (based on rooms), affiliation status and the city in which a hotel is located. This meant that hotels required their employees to have both written and oral communication skills irrespective of size, affiliation status or city location. However, the analysis shows that no significant difference existed between the quality rating of hotels and the need for employees to have written and oral communication. Therefore the requirement for prospective employees to have some communication skills depended on whether the hotel is a budget, a guest house or star-rated.

Table 13: Human quality requirements and hotel types

Hotel Type	Human resource qualities																	
	Hotel experience						Oral communication						Written communication					
	N	Mean	Std. D	Test stat.	p-value	N	Mean	Std. D	Test stat.	p-value	N	Mean	Std. D	Test stat.	p-value			
Size (Empl.)																		
Large	28	4.46	0.693	F-test	0.000*	28	4.29	0.937	F-test	0.000*	28	4.39	0.875	F-test	0.004*			
Medium	75	4.36	0.968			75	4.80	0.569	10.536		75	4.77	0.452	5.683				
Small	214	3.36	1.305	26.252		214	4.77	0.456			214	4.71	0.483					
Size (Rooms)																		
Large	35	4.17	1.175	F-test	0.000*	35	4.46	0.886	F-test	0.000*	35	4.46	0.817	F-test	0.015*			
Medium	57	4.56	0.655	24.803		57	4.79	0.411	4.962		57	4.72	0.491	4.254				
Small	225	3.40	1.299			225	4.76	0.513			225	4.73	0.472					
Quality rating																		
Star Rated	113	4.12	1.135			113	4.64	0.708			113	4.64	0.613	F-test	0.135			
G. House	49	4.10	1.141	F-test	0.000*	49	4.80	0.499	F-test	0.078	49	4.82	0.486	2.018				
Budget	155	3.25	1.281	20.594		155	4.78	0.431	2.572		155	4.71	0.469					
Affiliation status																		
Chain	15	4.33	1.284	T-test	0.047*	15	4.20	0.513	T-test	0.000*	15	4.74	0.469	T-test	0.000*			
Independent	302	3.66	1.113	3.989		302	4.76	1.014	14.964		302	3.93	0.961	36.807				
City location																		
Acra	190	3.67	0.992			190	4.68	0.335			190	4.69	0.375	F-test	0.000*			
Kumasi	96	3.72	1.421	F-test	0.043*	96	4.85	0.639	F-test	0.034*	96	4.83	0.567	10.241				
Cape Coast	31	3.71	1.216	0.958		31	4.65	0.486	3.431		31	4.35	0.551					

* significant at an alpha of 0.05

Source: Field survey, 2010

Table 13 continued

		Human resource qualities													
		Frendliness				Enthusiasm				Positive attitudes					
Hotel Type	N	Mean	Std. D	Test stat.	p-value	N	Mean	Std. D	Test stat.	p-value	N	Mean	Std. D	Test stat.	p-value
Size (Empl.)															
Large	28	4.43	0.497	F-test	0.001*	28	3.97	0.690	F-test	0.000*	28	4.43	0.879	F-test	0.001*
Medium	75	4.49	0.592			75	4.37	0.632			75	4.49	0.529		6.585
Small	214	4.14	0.722			214	4.43	0.901			214	4.14	0.810		
Size (Rooms)															
Large	35	4.34	0.507	F-test	0.001*	35	4.43	0.655	F-test	0.000*	35	4.34	0.802	F-test	0.001*
Medium	57	4.56	0.602			57	4.42	0.596			57	4.56	0.535		6.779
Small	225	4.16	0.705			225	3.97	0.896			225	4.16	0.801		
Quality rating															
Star Rated	113	4.22	0.744	F-test	0.392	113	4.19	0.944	F-test	0.288	113	4.36	0.768	F-test	0.052
G. House	49	4.37	0.566			49	3.98	0.803			49	4.35	0.555		2.988
Budget	155	4.23	0.657			155	4.08	0.786			155	4.14	0.825		
Affiliation status															
Chain	15	4.25	0.683	T-test	0.788	15	4.27	0.844	T-test	0.448	15	4.27	0.754	T-test	0.050
Independent	302	4.20	0.561			302	4.10	0.961			302	3.87	1.060		3.811
City location															
Accra	190	4.05	0.548	F-test	0.000*	190	3.85	0.494	F-test	0.000*	190	4.07	0.497	F-test	0.000*
Kumasi	96	4.62	0.661			96	4.59	0.893			96	4.57	0.845		14.573
Cape Coast	31	4.29	0.643			31	4.16	0.779			31	4.32	0.702		

* significant at an alpha of 0.05

Source: Field survey, 2010

Table 13 continued

	Human resource qualities									
	Adaptability to change				Intellect. Ability			Commitment		
	N	Mean	Std. D	Test stat.	p-value	N	Mean	Std. D	Test stat.	p-value
Size (Empl.)										
Large	28	4.36	0.780	F-test	0.005*	28	4.29	0.976	F-test	0.054
Medium	75	3.96	0.829			75	4.56	0.526	2.940	0.000*
Small	214	3.78	0.780	5.352		214	4.61	0.654		0.013*
Size (Rooms)										
Large	35	4.43	0.778	F-test	0.000*	35	4.29	0.926	F-test	0.028*
Medium	57	4.02	0.813	9.334		57	4.60	0.535	3.601	0.000*
Small	225	3.75	0.956			225	4.60	0.801		0.006*
Quality rating										
Star Rated	113	3.96	1.034	F-test	0.410	113	4.48	0.669	F-test	0.198
G. House	49	3.84	0.850	0.893		49	4.63	0.636	1.629	0.632
Budget	155	3.81	0.889			155	4.61	0.668		0.750
Affiliation status										
Chain	15	3.87	0.944	T-test	0.000*	15	4.58	0.625	T-test	0.072
Independent	302	3.87	0.834	0.987		302	4.27	1.223	3.251	0.645
City location										
Accra	190	3.49	0.519	F-test	0.000*	190	4.56	0.435	F-test	0.000*
Kumasi	96	4.56	0.907	57.797		96	4.75	0.677	14.573	0.681
Cape Coast	31	4.06	0.854			31	4.03	0.875		0.836

* significant at an alpha of 0.05

Source: Field survey, 2010

With regard to the respondents' view on cost control and decision-making skills, the results indicate that some significant relationship existed between four hotel profiles and the need for these skills. They are size (based on employees), size (based on rooms), quality rating and the city in which the hotel is located. However, Table 13 shows no significant differences between the affiliation status of a hotel and the need for employees to have cost control and decision-making skills. Therefore, the requirement for employees who could take important decisions and control costs depended on whether a hotel was independent or chain.

The study also examined the relationship between the size of hotels and the human resource qualities required for operations. Table 13 shows that the respondents from hotels of all sizes required employees who had some previous hotel experience, written and oral communication skills, decision making skills, friendliness and enthusiasm. The other qualities were positive attitude, adaptability to change, intellectual ability and commitment. At p-values which were below the significant level, the results also suggest some significant relationship between all these 12 variables and the two hotel types. Therefore, as suggested by Nolan (2002), the size of hotels significantly influences the employee qualities required for operations.

Based on the conceptual framework and relevant literature, the following hypothesis was tested and the results are summarised below:

- **Ho: Rejected:** There is no significant relationship between the size of hotel and the human resource qualities required for operations.

Summary

The chapter has provided an insight into the human resource qualities that hotels in the study areas required for their operations. It commenced with a summary of the respondents' views on the qualities. Factor analysis was conducted and the most important qualities were analysed against the various hotel profiles. The analysis supported Hypothesis 1 therefore: 'The size of hotels significantly influences the employee qualities required for operations'. The next chapter focuses on the sources from which hotels recruit their employees.

CHAPTER SIX
SOURCES OF RECRUITING HUMAN RESOURCES
FOR HOTEL OPERATIONS

Introduction

This chapter examines the sources from which hotels in the study areas recruit their employees. Hotels offer a round-the-clock-service to their customers and it is important that the right employees are engaged to add sufficient value to these services (Mumford, 2006). In order to find the best candidate, effective strategies need to be devised to attract a large number of applicants to select from since the more one has to choose from, the better the choice (Lievens et al., 2002). In accordance with the conceptual framework governing the study, investigations were conducted into the sources from which hotels in Accra, Kumasi and Cape Coast recruited their employees. Baum (1995) suggested that hotels recruit their employees from formal and informal sources. Table 14 presents the sources from which hotels recruited their employees.

The results show that only 14.1% of the hiring managers recruited their employees from formal sources. According to the respondents, the formal sources do not attract sufficient job applicants and it was necessary to compliment them with other sources. The findings confirm the claim by Torrington et al. (2005) that most hospitality professionals prefer using their network of contacts to get to the

Table 14: Sources of employee recruitment by hotels

Sources	Frequency	Percentage
<i>Formal</i>		
Newspaper adverts	159	7.5
Radio adverts	126	5.5
TV adverts	5	0.2
Employment agencies	20	0.9
<i>Informal</i>		
Walk-ins	290	13.6
Referrals from contacts	284	13.3
Existing staff	282	13.3
Unsolicited applications	256	12.0
Former applicants	244	11.5
Company notice board	180	8.5
Offering permanent to casuals	159	7.5
Past employees	55	2.6
Poaching	37	1.7
Educational institutions	24	1.1
Internet	5	0.2
Professional journals	2	0.1
Total	2128*	100.0

*The frequency exceeds the sample size because of multiple responses

Source: Fieldwork, 2010

hiring managers making the formal sources of recruitment not attractive to hotels. In addition, studies by Lai and Baum (2005) found that hotels do not use formal sources to recruit their employees because the response from formal sources are not timely for an industry which has a high incidence of employee turnover and variability in demand. The formal sources used by hotels in the study areas were advertisementst (from newspaper, radio, and television) and recruitment agencies.

Table 14 shows that 7.5% of the hiring managers used newspaper advertisements to attract prospective employees. This made newspaper advertisement the most popular formal source of employee recruitment. The rationale behind this is summarised in the remarks of the manager of a budget hotel in Kumasi:

Hotels use newspaper advertisement in employee recruitment because it is cheaper compared with the electronic media. In addition newspapers have extensive coverage than most television and Frequency Moderation (FM) stations.

The popularity of newspaper advertisements by hotels compared to the other formal sources confirms the observation by Branine (2008) that hotels make extensive use of newspaper advertisement in employee recruitment because of their wider coverage and the fact that readers usually keep them and may refer to them in future. On the other hand, 5.5% of the respondents used advertisement on radio whilst 0.2% used advertisement on television to recruit employees. This

confirms the assertion that because of cost implications, very few hotels use the electronic media in attracting job candidates.

Similarly, only 0.9% of the respondents used employment agencies to attract job candidates. According to the hotel managers, there were not many employment agencies in the study areas. This finding is consistent with the observation by Kattara (2005) that there are not many employment agencies in developing countries for hotels to use in employee recruitment. In contrast, employment agencies are extensively used by hotels in England and other developed countries such as Australia and Canada because the agencies are readily available (Lai & Baum, 2005; Lockyer & Scholarios, 2004).

Table 14 shows that 85.9% of the manager-respondents used the informal sources to recruit their human resources. These sources included reference to contacts like friends, former employees, current employees and former applicants. The others were walk-in, poaching, posting vacancies on company notice boards, and offering permanent status to casual workers.

The popularity of informal sources may be attributed to four factors. First, recruitment from informal sources is comparatively cheaper than from the formal sources. The manager of a budget hotel noted that:

Recruitment from these sources are virtually free because when vacancies occur, managers just make few phone calls to colleagues and within some few days a lot of job seekers walk into the hotels making enquiries.

This confirms the claim by Carroll et al. (1999) that hotels make extensive use of

informal sources to recruit their employees because it is comparatively cheaper. Secondly, the recruitment process from the informal sources is very simple. All that the hiring manager does is to contact a known person for a recommendation. Thirdly, since the reputation of the people who make recommendations are at stake, recruitment through these sources usually results in hotels obtaining hard-working and reliable employees (Tong, 2005). Finally, the informal sources are used in reaction to urgent need of hotels for employees. This could be when a team member resigns or when there is an unexpected increase in demand that requires new employees (Lockyer & Scholarios, 2004).

The results show that 13.6% of the respondents recruited their employees from walk-in by job applicants. This made it the most popular informal source of recruitment in the study areas. Hotels use this source because it is very cheap and affords an opportunity for management to know and assess the applicants (Ogbanna, 1992). Research has shown that recruitment of hotel employees through walk-in by job applicants is very popular in developing countries. These include studies in Mauritius (Ladkin & Jawuheer, 2000), Sri Lanka (Wickramasinghe, 2006), and Turkey (Collins, 2007). In contrast, studies in developed countries have shown that job candidate walk-in is popular with small hotels. This is evident in the works of MacHatton et al. (1997) in the USA, Nolan (2002) in England and Willie et al. (2008) in Canada. Research by Lockyer and Scholarios (2004) and Watson et al. (2004), however, found that large hotels do not attach great importance to walk-in by job applicants.

Referral from contacts is another popular source of employee recruitment

in Accra, Kumasi and Cape Coast. Table 14 shows that 13.3% of the hiring managers of hotels in the study areas recruited their employees from a network of friends and other contacts. The findings are in line with the conclusion by Carroll et al. (1999) that the hiring managers of most hotels recruit their employees through referrals from contacts. This, according to them, is because it is fast, inexpensive and reliable as it results in hiring good workers. Studies have found that because of its reliability, hotels make extensive use of their contacts in employee recruitment (Russo et al., 1995; Mumford, 2006). It is significant to point out the observation by Mumford (2006) that most hiring managers usually refer to their contacts beyond district, regional and sometimes national borders as this source usually produces excellent results.

The results show that 13.3% of the respondents recruited their employees through referrals from existing staff. According to the manager of a guest house in Kumasi the hotels use referrals from employees to recruit employees because:

The employees put their reputation at stake and therefore recommend good candidates. Also, such candidates are usually briefed about conditions of service so it takes very little time for them to settle.

This finding is consistent with the claim by Carroll et al. (1999) that reliance on current employees is of immense benefit to hotels since it produces high quality and reliable employees who are usually pre-screened and briefed by their contacts before they accept the job. Timo (2005) contends that hotels in Singapore and Australia prefer recommendations by existing staff because apart from being

cheap, it helps reduce employee turnover as the new team members are usually briefed about the conditions of service before they apply. However, Lockyer and Scholarios (2004) observed that chain hotels are very cautious and do a lot of screening of job candidates referred by friends, employees and other contacts. This is because it could lead to the exclusion of some groups of people from employment leading to in-breeding thereby defeating equal employment opportunity.

The results revealed that 12% of the respondents recruited their employees through unsolicited applications. According to Daft (2006), hotels place high premium on unsolicited applications in recruiting employees because people employed through this source tend to be very successful workers. Recruitment from unsolicited applications is very popular in many countries, including Turkey (Collins, 2007), USA, (Henkens et al., 2006) and Scotland, (Lockyer & Scholarios, 2004).

Table 14 shows that 11.5% of the hiring managers recruited by contacting former job applicants. Explaining the rationale behind this practice, a manager remarked:

The high incidence of employee turnover makes hotels keep a pool of job applicants with their contact telephone numbers. These people are contacted when somebody resigns unexpectedly.

This confirms the claim by Carroll et al. (1999) that reliance on a pool of former applications is due to the high incidence of employee turnover and the need for

quick replacement of a departing employee. However, studies by Lai and Baum (2005) in Australia found that hotels in that country use employment agencies as a first step when there is an urgent need for workers.

The results show that 8.5% of the respondents posted vacancies on their notice boards to attract job candidates. The managers pointed out that since many people visit the hotels seeking employment, notices are put up informing them of the nature of work, qualification and experience required, among others. Carroll et al. (1999) explained that posting job vacancies on the notice boards of hotels is not only cheap, but also a very quick source of recruitment. In addition, Wickramasighe (2006) observed that much as some hotels post vacancies on their notice boards some hotels also post notices of 'No Vacancy' for job candidates.

An important feature of the hotel business is the use of casual or temporary workers. Most hotels hire casual employees to work with them for some time before offering permanent employment (Nolan, 2002; Lockyer & Scholarios, 2004). As shown in Table 14, 7.5% of the managers of hotels in the study areas recruited their workers by offering permanent job to casual employees. This is in line with the observation by Lai and Baum (2006) that the seasonal nature of hotel operations usually requires immediate employee recruitment to meet any unexpected increase in demand. In such situations, it may be necessary to have stand-by employees (just-in-time workers). Therefore, when the need arises for the recruitment of permanent employees, casual workers are first given the consideration. The claim by Hogue (2000) and Timo (2005) that offering permanent status to casual workers helps to make employees very loyal,

sincere and committed to the hotel and thus reduces turnover is confirmed by the current study.

Poaching is also a popular source of employee recruitment. However, the results show that only 1.7% of the hiring managers used poaching to attract employees of competitors. The respondents explained that because hotel managers were members of the hoteliers' association, it was unethical to poach the staff of colleagues. The finding is, however, inconsistent with the practice in other regions of the world. For example, Ladkin and Juwaheer (2000) observed that poaching was a regular feature of hotels in Mauritius. Studies by Enz (2009, p. 11) found out that poaching hotel staff is practised extensively in most European countries. In Greece, for example, she noted that 'experienced hotel employees were lured left, right, centre. Because of the perceived economic hardships, when a competitor adds 'a few bucks' hotel employees are forced to change jobs'. Similarly, Grobler et al. (2006) observed that poaching (or direct mail technique) was a popular technique used to lure professionals who are willing to consider better opportunities.

Educational institutions are also a major source of employee recruitment. However, as shown in Table 14, only 1.1% of the respondents used educational institutions to attract job candidates. This finding is at variance with the claim by Mathis and Jackson (2004) that many hotels recruit their employees from educational institutions by contacting the career placement offices in those institutions. Studies in many countries have found that hotels use the campuses of educational institutions to recruit employees because they are a major source of

acquiring managerial and professional talents. These include Spain where Agut et al. (2003) observed that educational institutions have some arrangements with leading hotels for students to do practical attachment during the course of training. Most of these students are recruited by the hotels after their studies. Similar arrangements have been reported by other researchers such as Willie et al. (2008) in Canada and Branine (2008) in England where hotels take part in career fairs organised on the campuses of educational institutions to attract and recruit graduating students. In Japan, Hooi (2008) found that most hotels recruit their managerial staff from leading educational institutions. They have preference for sports men who are said to be smart and could take decisions at a second on the field. Such people have been found to be good at taking quick and effective decisions and are usually trained for front office duties and other duties which require quick decisions.

Another important informal source of employee recruitment is the internet. However, the results show that only 0.2% of the respondents used the internet for employee recruitment. The finding is in line with the observation by Ayeh (2005) that there is low usage of ICT in hotels in Accra. It also confirms the claim by Mumford (2006) that hotels do not place high premium on the recruitment of job applicants through the internet because most users of the internet are either casual browsers who are not serious or are unqualified for the positions they apply, making selection difficult. The finding, however, contradicts the conclusion by Timo (2005) that most hotels use their websites to recruit employees. In addition, Hooi (2008) observed that hotels in Japan are registered with on-line recruitment

consultants who help to recruit high profile executives.

Table 14 shows that only two respondents (0.1%) used professional journals in recruiting employees. This is because there is no professional body that regulates hotel operations in Accra, Kumasi and Cape Coast. The professional associations usually have their journals where members post job vacancies. Thus, the common practice suggested by Jameson (2000) that hotels post their job vacancies in professional journals for job applicants is yet to be endorsed by hotels in the study areas.

The results show that the sources of employee recruitment for hotel services in the study areas follow the pattern in other developing countries such as Mauritius where Ladkin and Juwaheer (2000) report that the most popular sources of recruitment for hotel services are walk-ins, referrals from contacts and reference to former applicants. In Egypt, Kattara (2005) observed that the most popular sources of recruitment are walk-ins, referrals from contacts and newspaper advertisements. Similarly, Wickramasinghe (2006) reports that in Sri Lanka, hotels recruit from job applicant walk-ins, referrals from contacts and advertisement in newspapers.

On the other hand, studies in developed countries have found that hotels recruit from sources that are not popular in the study areas. For example, Hooi (2008) observed that hotels in Japan have built special relationships with educational institutions which supply most of the work force. This relationship starts when students enter the schools and colleges where representatives of hotels interact and select them for industrial attachment and employment after studies. In

Canada, Willie et al. (2008) observed that the educational institutions themselves make these arrangements and that more than half of employees are recruited from educational institutions. In the United Kingdom, Branine (2008) concluded that the most popular sources of recruitment in descending order were newspaper advertisements, recruitment agencies, job centres and the internet.

Another important revelation by the study is that hotels in Accra, Kumasi and Cape Coast recruited their employees from multiple sources. They recruited from a combination of traditional and non-traditional sources. The most popular combinations were reference to network of contacts including employees, former applicants and advertisement in newspapers. The managers explained that the demand for hotel services is unpredictable so when there is a sudden increase in demand, hotels resort to these sources to get people, train them for a day or two and then supervise them to deliver services. Research has shown that the practice of recruiting employees from multiple sources is common in all countries. This is evident in the works of Carroll et al (1999), Lockyer and Scholarios (2004), Lai and Baum (2005), and Grobler et al (2006).

Sources of recruitment and the hotel types

The characteristics of hotels (size, quality rating, affiliation and city location) have been found to influence the sources of employee recruitment. For example, studies by Lockyer and Scholarios (2004) established that the affiliation status of hotels influences the sources of recruitment. This is because whilst the manager of an independent hotel lives locally and has access to grapevine

information which may help him locate talents, the hiring managers of chain hotels do not have such access and may have to rely on secondary information. Similarly, Carroll et al. (1999) observed that the size of hotels influences the sources of recruitment. Small hotels usually use the informal sources of recruitment which are cheaper because they do not usually have the resources to use formal sources compared to large hotels. Again, studies by Hooi (2008) observed that large hotels in Malaysia make extensive use of newspaper advertisement whilst in Japan large and chain hotels rely on educational institutions to recruit job candidates.

As a result, this section examined the association between the various hotel types and the sources of employee recruitment. The aim was to find out if there was any significant association between the type of hotel and the sources of recruitment. Two dependent variables were used in the analysis. These were recruitment from formal sources and recruitment from informal sources. These were tested against five independent variables which are the various hotel types including the size (based on number of employees), size (based on number of rooms), quality rating, affiliation status and the city in which the hotel is located.

The Chi-square statistic was employed to determine whether any significant association existed between the various hotel profiles and the sources of recruitment. The existence of significant association was determined by comparing the p-values with the significant level set (0.05). The interpretation is that a p-value of less than 0.05 is an indication that a significant association exists between the source of recruitment and the hotel type. The Chi-square (X^2) statistic

was also employed to test the plausibility of research hypotheses 2.

Formal sources of recruitment and hotel types

The formal sources of recruitment were tested against the various hotel profiles to find the level of association between the various hotel types and the formal sources of recruitment. Table 15 presents the results of the analysis.

The results suggest that no significant association existed between the size of hotels (based on number of employees) and employee recruitment from formal sources. Table 15 shows that although the majority of respondents who used the formal sources of recruitment were from large hotels, there were variations in the percentages for each source. These varied from about 66% for radio advertisement to 65% (newspaper advertisements), and (60% advert on TV). For medium hotels the percentages varied between 40% for television advertisements and 20% for employment agencies. For small hotels, the percentages varied from 20% for employment agencies and 0% for advertisement on television. The variations in percentages are quite high suggesting that the size of hotels has some bearing on the sources of employee recruitment.

Similarly, the results show that no significant association existed between the size of a hotel (based on number of rooms) and employee recruitment from formal sources. Table 15 suggests that out of the hiring managers who used the various formal sources to recruit their employees, majority were from the large hotels. The various sources and the corresponding percentages of hiring managers from large hotels were radio adverts 70.6%, newspaper adverts 67.3%, and

Table 15: Formal sources of recruitment and hotel types

Hotel Type	Emp Agencies	Newspaper advert	TV adverts	Radio advert	X ² (p-value)
Size (Emp.)					
Large	60.0	65.4	60.0	65.9	2.102
Medium	20.0	23.9	40.0	25.4	(0.350)
Small	20.0	10.7	0.0	8.7	
Size (Rooms)					
Large	65.0	67.3	60.0	70.6	3.903
Medium	15.0	17.0	40.0	15.9	(0.142)
Small	20.0	15.7	0.0	13.5	
Quality rating					
Star Rated	55.0	47.2	80.0	49.2	2.193
G. House	0.0	11.9	0.0	12.7	(0.334)
Budget	45.0	40.9	20.0	38.1	
Affiliation status					
Chain	5.0	3.1	20.00	2.4	0.513
Independent	95.0	96.9	80.0	97.6	(0.474)
City (location)					
Accra	75.0	69.8	60.0	66.7	2.064
Kumasi	20.0	26.4	20.0	28.6	(0.356)
Cape Coast	5.0	3.8	20.0	4.8	

Source: Field work, 2010

employment agencies 65%. Similar variations were also noted with regard to those managers from medium hotels which ranged from 15% to 40%. Similarly, out of the hiring managers who used employment agencies, 20% were from small hotels, newspaper advertisements about 18% were from small hotels, and for radio advertisements 13.5% were from small hotels.

The test shows that no significant association existed between the city in which a hotel is located and the use of formal methods to recruit employees. As shown in Table 15, majority of the hiring managers who used the various sources to recruit employees were from hotels located in Accra. This was followed by those located in Kumasi before Cape Coast. Thus, whilst 75% of the hiring managers that used employment agencies were from hotels located in Accra, only 20% of them were from hotels in in Kumasi and 5% from hotels in Cape Coast. Similarly, out of the managers that used advertisement in newspapers, about 70% of them were from hotels located in Accra, 26% from Kumasi and about 4% from hotels located in in Cape Coast.

Finally, the analysis showed that no significant association existed between the quality rating of hotels and the use of formal sources to recruit employees. Table 15 suggests that out of the hiring managers who used the formal sources to recruit employees, most of them were from star-rated hotels. Thus out of those who used advertisement on television, 80% was from star- rated hotels, none from the guest houses and 20% from budget hotels. Also 55% of the managers who used employment agencies were from star-rated, 45% from budget hotels and none from the guest houses. Again out of those who used newspaper

advertises for recruitment, about 41% were from budget hotels, 47% from star-rated hotels and about 12% from guest houses. Therefore, as suggested by Lai and Baum (2005), the quality rating of hotels has no influence on the sources from which employees are recruited.

Informal sources of recruitment and hotel types

The informal sources of recruitment (dependent variables) were tested against the various hotel types (independent variables) to find out if any significant association existed between them. The results are presented in Table 16. The results show that no significant association existed between the size of a hotel (based on the number of employees) and recruitment from the informal sources. Table 16 suggests that the hiring managers of hotels of various sizes used different sources of recruitment. For example, out of the hiring managers who used the following sources of recruitment, majority were from large hotels; poaching (78%), reference from existing staff where (68.4%), applicant walk-in (68.3%), unsolicited applications (67.6%), educational institutions (66.7%), and offering permanent status to casuals (63.5%). In contrast, majority of the respondents who used the following sources were from small hotels. They were: notice boards, 62%, past employees, 80%, and former applicants, 67.6%.

A similar trend emerged with regard to the size of hotel (number of rooms). Thus out of the respondents who used the following sources, majority were from large hotels - reference from existing staff (71%), walk-ins (70.3%), unsolicited applications (71%), and referrals from contacts (70%). In contrast, out

Hotel Type	Referrals fr existing sta	Walk-ins	Unsolicited Application	Keteralls fr contacts	Edu institutic	Internet	Company bo	Past employe	Former appli	Poaching	Journals	Permanent jo to casuals	X ² (p-value)
Size (Emp.)													
Large	68.4	68.3	67.6	66.9	66.7	40.0	8.9	5.5	8.6	75.7	50.0	63.5	2.017
Medium	23.4	22.8	25.0	24.3	20.8	40.0	28.3	14.5	23.8	13.5	50.0	25.2	(0.365)
Small	8.2	9.0	7.4	8.8	12.5	20.0	62.8	80.0	67.6	10.8	0.0	11.3	
Size (Rooms)													
Large	70.9	70.3	70.7	70.1	54.2	60.0	9.4	12.7	11.9	70.3	50.0	69.8	3.277
Medium	18.1	18.6	17.2	18.3	33.3	40.0	18.9	18.2	16.8	13.5	0.0	13.8	(0.194)
Small	11.0	11.0	12.1	11.6	8.6	0.0	57.3	69.1	71.3	16.2	50.0	16.4	
Quality rating													
Star Rated	49.3	49.3	48.0	49.3	50.0	80.0	35.6	38.2	50.8	62.2	50.0	40.3	1.498
G. House	15.6	15.9	17.2	15.8	4.2	20.0	20.6	9.1	15.6	10.8	0.0	11.9	(0.473)
Budget	35.1	34.8	34.8	34.9	45.8	0.0	43.9	52.7	33.6	27.0	50.0	47.8	
Affiliation status													
Chain	33.9	24.1	33.9	65.9	78.2	80.0	15.0	3.6	34.1	82.7	90.0	55.2	0.868 (0.351)
Independent	66.1	75.9	66.1	34.1	21.8	20.0	85.0	96.4	65.9	17.3	10.0	44.8	
City (location)													
Accra	58.5	59.7	60.5	62.0	70.8	80.0	58.9	43.2	64.8	62.2	50.0	71.1	17.563 (0.000*)
Kumasi	32.3	31.7	30.5	29.5	20.4	20.0	31.7	41.8	28.7	37.8	50.0	25.8	
Cape Coast	9.2	8.6	9.0	8.5	8.8	0.0	9.4	15.0	6.5	0.0	0.0	3.1	

* significant at an alpha of 0.05; Source: Fieldwork, 2010

of the respondents who used the following sources, majority were from small hotels; - reference from past employees (69.1%), company notice boards (57%) and former applicants (71%) whilst few large hotels made use of these sources. The varying percentages mean that the size of hotels does not influence the sources of recruitment.

Again, the test showed that no significant association existed between the affiliation status of a hotel and recruitment from informal sources. Table 16 shows that the majority of the managers of independent hotels used the following sources to recruit their employees; recommendation from past employees (96%), notice boards (85%), walk-in (76%) and unsolicited applications (66%). In contrast majority of the respondents from chain hotels used the following sources (journals about 90%), poaching (83%), internet (80%), educational institutions (78%), and referrals from contacts (66%). Since the percentages differed by the sources, it can be concluded that the affiliation of hotels has no bearing on recruitment from informal sources.

Similarly, the results show that no significant association existed between the quality rating of hotels and the sources of employee recruitment. Table 16 suggests the respondents from the various grades of hotels used different sources of recruitment. For example out of those who used the following sources, majority were from the star-rated hotels; - internet (80%), poaching (62.2%), journals (50%), educational institutions (50%). However, majority of the respondents from budget hotels used these sources; reference from past employees (52.7%), offering permanent status to casuals (about 48%), and company notice boards

(about 44%). With varying percentages by sources of recruitment, it can be concluded that the quality rating of hotels has no bearing on the use of informal sources to recruit employees. This confirms the claim by Lai and Baum (2005) that the quality rating of hotels does not influence the sources of recruiting its employees.

Based on the conceptual framework and literature on employee recruitment, the following hypotheses were tested and the results analysed below:

- **Ho: Accepted:** There is no significant relationship between the quality rating of hotels and the sources of recruiting employees.

On the other hand, Table 16 shows some significant association existed between between the the city in which a hotel is located and recruitment through informal sources. The results suggest that out of the respondents who used the internet to recruit their employees, 80% were from hotels located in Accra whilst 20% were in Kumasi with none in Cape Coast. Again, out of the respondents who used educational institutions to recruit their employees, about 71% came from hotels located in Accra, whilst 20% were in Kumasi, with only about 9% in Cape Coast. With specific percentages for the three locations, it can be inferred that the city in which a hotel is located, has some influence on the sources of recruitment.

Summary

The chapter provided an insight into the main sources from which hotels in the study areas recruited their employees. It commenced with the assessment of recruitment from both formal and informal sources. Also, the association between

the various hotel types and the major sources of recruitment in the study areas were tested. The chi-square test supported research hypothesis 2. Therefore: 'There is no significant relationship between the quality rating of hotels and the sources of employee recruitment'. The next chapter focuses on the methods that hotels adopt to select their workers from applicants.

CHAPTER SEVEN

METHODS OF SELECTING HUMAN RESOURCES FOR HOTELS

Introduction

This chapter discusses the methods that hotels in Accra, Kumasi and Cape Coast used to select their human resources. Hotel operations require constant interaction between employees and customers and so it is important to hire the right workers to manage the service encounter. This is because research has shown that employee performance at the point of delivery makes or mars the hospitality experience of customers (Jones, 2004). According to Mumford (2006), hotels spend a lot of time and resources in employee resourcing and hiring the wrong person will affect operational profits. Hotels therefore have to institute appropriate strategies to select the right person.

Consequently, investigations were conducted into the methods that hotels in Accra, Kumasi and Cape Coast used to select their employees. This followed the conceptual framework (Figure 5) governing the study. Woods (2002) suggests that hotels select their employees from traditional and non-traditional sources. Table 18 presents the methods of employee selection by hotels in the study areas.

The results show that, overall, 33.4% of the respondents used the traditional methods in employee selection. The traditional methods included interviews, application forms, curriculum vitas (CVs) and reference checks.

Table 17: Methods of selecting employees for hotel operations

Methods of Selection	Frequency	Percentage
<i>Traditional</i>		
Interviews	316	11.8
Application forms	311	11.6
Curriculum Vitae (CV)	183	6.9
Reference checks	82	3.1
<i>Non-Traditional</i>		
Test of general ability	288	10.8
Honesty / integrity test	64	2.4
Drug test	14	0.5
Personal presentation of applicant	292	10.9
Police checks	21	0.8
Medical examination	288	10.8
Credit checks	16	0.6
Previous employment checks	67	2.5
School or college report	23	0.9
Recruiting agency report	22	0.8
Job or work sample	237	8.9
Peer assessment	31	1.2
Assessment centre	9	0.3
Interest inventory	127	4.8
Telephone conversation	279	10.4
Total	2670*	100.0

*The frequency exceeds the sample size because of multiple responses

Source: Fieldwork, 2010

The traditional methods are easy to use and relatively cheaper compared to the non-traditional methods. However, research has found that they are not popular in the hotel industry because they are not reliable (Van Dyke & Strick, 1988; Branine, 2008). Also, Lockyer and Scholarios (2004) observed that the traditional methods are invalid. This is because people who excel in the selection process are usually not good performers when employed.

Table 17 shows that 11.8% of the respondents used interviews to select their employees. This made interviews the most popular method of selection. Explaining the rationale behind the extensive use of interviews, the manager of a budget hotel in Cape Coast pointed out that:

They are very simple, convenient, easy to use, and cheaper compared to the other methods. In addition, interviews afford an opportunity for management of hotels to come face to face with applicants, assess their behaviour which help predict their future performance on the job if hired.

This sentiment confirms the claim by Woods (2002) that hotels prefer using interviews in hiring front line employees since the personality and consequent attitude of employees are revealed during the face-to-face interview sessions. Similarly, Lai and Baum (2005) observed that interviews produce quick results and therefore, are suitable for the hotel industry which has high rates of employee turnover and the need for a quick replacement of staff.

Table 17 shows that 11.6% of the hiring managers used application forms as a selection tool. The respondents explained that information on the application

forms reveal the background of job candidates including their work history, positions held, and reasons for leaving which help in employee selection. The findings confirm the claim by Torrington et al. (2005), that information on the forms can be matched against the competencies required for the job. In addition, Payne and Richman (2006) noted that application forms filled in the applicant's handwriting enables the placement of candidates with clear handwriting in departments such as front office and restaurants which require manual recordings.

Curriculum vitae (CVs) have also been traditionally used to select employees in many hotels. The study revealed that only 6.9% of the respondents used CVs in employee selection. The findings are inconsistent with the practice in other countries where CVs are extensively used to select employees. These include Spain (Agut et al., 2003), England (Torrington et al., 2005), and Canada (Willie et al., 2008). Confirming the popularity of CVs in Scotland, Lockyer and Scholarios (2004, p.127) described CVs, application forms and interviews as the 'traditional trio'. Similarly, Nickson et al (2005, p. 201) described CVs, application forms and interviews as the 'classic trio'.

Table 17 shows that only 6.9% of the respondents used reference checks to select employees. The low premium given to reference checks, according to a hotel manager in Kumasi, is because:

When providing the list of referees, most job candidates give their relatives, friends and even pastors who do not have any knowledge about hotel work. Most of these referees usually give good references which do not give

true reflection of the knowledge, abilities, and character of candidates.

The finding is in line with the practice in other developing countries such as Mauritius (Ladkin & Juwaheer, 2000) Sri Lanka (Wickramasinghe, 2006) and India (Chand & Katou, (2007) where studies have shown that hotels do not give much weight to reference checks in employee selection. In contrast, reference checks are very popular in developed countries such as the United States of America (MacHatton et al.,1997), Spain (Agut et al., 2003), and Canada (Martin, 2006) where studies have revealed that hotels make extensive use of reference checks. The study therefore supports the assertion by Collins (2007) that the use of reference checks to select employees is very popular in the developed countries whilst it is an emerging tool in the developing countries.

Non-traditional methods of selection

With regards to the non-traditional methods, Table 17 shows that, overall 66.6% of the hiring managers in Accra, Kumasi and Cape Coast used the non-traditional methods to select their employees. According to Harrel et al. (2002), the non traditional methods emerged in an attempt to solve the problems of validity, reliability and subjectivity inherent in the traditional methods of employee selection. The non-traditional methods that hotels in the study areas used included the test of general ability (aptitude test), honesty and integrity test, drug test, and the personal presentation of applicants. Others were police checks, medical examination, credit checks for top management appointments and

previous employment checks. In addition were report from a recruiting agency, job or work samples, peer assessments, report from assessment centres, interest inventory, and telephone conversation.

The results showed that 10.81% of the respondents used the personal presentation of applicants as a criterion in selecting their human resources. This according to the manager of a chain hotel in Accra was because:

Hotels look for people who can make positive impressions on clients. Therefore when interacting with job applicants, their mode of dressing, mannerisms, and ways of expressing themselves among others help predict how they will perform.

This is consistent with the assertion by Nickson et al (2005) that hotels attach much importance to the personal appearance of applicants in employee selection, especially for those with a great deal of customer contact.

Table 17 shows that 10.8% of the hiring managers used the test of general ability to select employees. The rationale behind this is that employees need to have sufficient skills which are taught on the job. Since it takes intelligent people to learn very fast, simple aptitude tests help unearth such people (Agut et al., 2003). The popularity of aptitude test is reflected in the works of Alleyne et al (2006) who, after comparing human resource management practices in England and Barbados, concluded that 91 percent of selected hotels in Barbados put great weight on aptitude tests as against 90 percent of some selected hotels in England.

Medical examination has been a major tool in employee selection,

especially for those who handle food and beverages as well as customer contact workers. The results show that 10.8% of the respondents used medical fitness to select human resources. According to Jones and Merrick (2004), thorough medical tests ensure that people with very serious medical conditions and other contagious diseases are not employed. Therefore, the recommendation by Walker and Lundberg (2006) that there is the need for strict observation of physical and mental standards for employees who have some degree of contact with customers is endorsed by hotels in the study areas.

Table 17 shows that 10.4% of the hiring managers of hotels in Accra, Kumasi and Cape Coast put great premium on people with good telephone manners when selecting job candidates. The rationale behind the use of telephone manners in employee selection is that hotel work involves a lot of communication with customers on phone and employees ought to have the right telephone manners (Der Wagen, 1996). Similarly, Schoefer and Ennew (2005) observed that hotel employees, especially front office staff must have good telephone manners to communicate with customers who usually make reservations by phone. However, in Turkey, Collins (2007) reports that realising the importance of telephone manners in delivering services, hotels prefer hiring promising people and train them on the job-specific telephone skills.

Another important method that hotels use in selecting job candidates is to test them on the job. The results show that 8.9% of the respondents relied on the results of job or work sample in employee selection decisions. Explaining the rationale behind this the manager of an independent hotel in Kumasi remarked:

Hotels conduct job or work sample tests on applicants who have some previous experience in hotel work, especially in the front office and restaurants. Such people are tested on tasks that are critical for successful operations and people who are outstanding are hired.

This practice is consistent with the observation by Alleyne et al. (2006) that majority of hotels in England and Barbados use work or job sample in taking employee selection decisions. Outlining the reasons why preference is given to work sample in employee selection, Mc Gunningle and Jameson (2000) pointed out that the high incidence of employee turnover and variability of demand for hotel services makes hotels resort to work samples. Therefore, when an employee resigns without giving any notice or when there is an urgent need for employees arising out of a sudden increase in demand, hotel managers rely on their contacts, previous applicants etc., get some candidates, test them on the job, and select the best among them.

The interests of job applicants are usually taken into consideration when hotels are selecting their employees (Lockyer & Scholarios, 2004). However, Table 17 shows that only 4.8% of the managers based their employee selection decisions on the interest of job candidates. The managers of the budget hotels preferred people who were multi-skilled and could therefore work in many departments of the hotel. Thus the interests of applicants did not matter in taking selection decisions. However, the chain hotels considered the interest of

applicants as important selection criteria. This was echoed by the manager of an international group in Accra:

Hotel work demands a lot of time and sacrifice from employees who have to sacrifice their comfort to please customers. Some people are comfortable with night work, others with front office work whilst some want to remain in the background. Therefore depending on the vacancy to be filled, the interests of candidates are taken into consideration in taking selection decisions.

This sentiment confirms the observation by Callan and Fearon (1997) that large and chain hotels conduct interest inventories and place employees in departments where they will be comfortable working.

Another tool that hotels use in selecting their employees is favourable references from the previous employers of job applicants. However, the results show that only 2.5% of the respondents used the results of checks from former employers of job candidates as an employee selection tool. The reasons why hotels do not give much weight to references from previous employees of applicants is that people mention the places where they had good experience and exclude those places where they could get bad references (Boadi, 2000).

Peer assessment is another important method of employee selection in service sector industries. Research has found that peer assessment is an effective method of selection as it has predictive validity (MacHatton et al., 1997; Lockyer & Scholarios, 2004). However, Table 17 shows that only 1.2% of the respondents

used peer assessment in taking hiring decisions. Therefore, the best practice recommended by researchers is yet to be adopted by hotels in Ghana.

Hotels also rely on reports from the schools and colleges of job applicants in taking employee selection decisions. However, the results show that only 0.9% of the respondents used school or college reports in taking hiring decisions. This is consistent with the observation of Wickramasinghe (2006) that hotels in Sri Lanka do not give much weight to school and college reports in employee selection because of the perception that college work is too theoretical. In contrast, Hooi (2008) observed that hotels in Japan have special relationship with colleges for the supply of employees and great premium is placed on the recommendation from colleges in employee selection.

Table 17 shows that only 0.8% of the hiring managers used reports on employees from recruiting agencies in employee selection. The respondents explained that there were not many recruiting agencies in the study areas. Besides, the few ones available charge very high fees which most hotels cannot afford. This finding confirms studies in other developing countries such as India (Chand & Katou, 2007), Mauritius (Ladkin & Juwaheer, 2000), and Sri Lanka (Wickramasinghe, 2006) which show that there are not many recruiting agencies developing countries. However, research has shown that hotels in the developed countries make extensive use of the recommendations of recruiting agencies which submit confidential reports on candidates when hotels want to offer permanent employment (Lockyer & Scholarios, 2004; Lai & Baum, 2005).

Again, hotels in most countries conduct series of tests such as honesty and

integrity, drug, credit and police checks to ensure that people with bad habits are not hired (Daft, 2006). However, Table 17 shows very few respondents conducted these tests. Thus 2.4% conducted honesty and integrity tests, 0.8% police checks, 0.6% credit checks, and 0.5% drug tests. The findings are consistent with the practice in other developing countries where studies have found that very few hotels conduct credit, police and drug tests (Ladkin & Juwaheer, 2000; Alleyne et al., 2006; Chand & Katou, 2007). On the other hand, studies in developed countries have shown that hotels conduct these checks when selecting employees (MacHatton et al., 1997; Agut et al., 2003).

Again, most hotels use assessment centres to select employees. According to Tziner (2002), hotels use the results of assessment centres in taking employee selection decisions because the scores from these centres which measure the competence and skills of job candidates have demonstrated predictive validity. That is, people who have good results from assessment centres have consistently proved to be hardworking employees. However, the results show that only 0.3 percent of the respondents used the results of assessment centres to take employee selection decisions. Thus, the best practice suggested by Garavan (2007) is yet to be embraced by hotels in the study areas.

The results show that the hotels used diverse methods to select job applicants. These included a combination of traditional and non-traditional methods. The use of diverse methods of selection is in line with the practice in other countries such as USA where MacHatton et al (1997) found that hotels use diverse methods such as interviews, personal presentation of applicants, honesty

and integrity tests in selecting job candidates.

Similar studies by Braham (2000) in Australia, Ladkin and Juwaherr (2000) in Mauritius and revealed that hotels use diverse methods (both traditional and non-traditional) in selecting their employees. The rationale behind combining employee selection methods is that one method is not sufficient to produce the best candidate (Grobler et al., 2006).

The most popular combination that hotels in the study areas adopted was: interviews, application forms and personal presentation of applicants. This is, however, inconsistent with the practice in other countries where studies have shown the most popular combination to be interviews, application forms and reference checks (CIPD, 2007; MacHatton et al., 1997).

Apart from interviews and application forms which are traditionally used in employee selection, about 11% of the respondents used the personal presentation of applicants making it the third most popular method of employee selection. Walker and Lumberg (2006) suggest that hotels consider the personal presentation of applicants because they seek to employ people who are courteous, tactful, and are capable of producing a 'friendly welcome' to their clients. The study has therefore unveiled an important criterion which hotels in Ghana use in employee selection. Therefore, as far as hotels in Accra, Kumasi and Cape Coast are concerned the 'super trio' methods of employee selection are interviews, application forms, and personal presentation of applicants.

Methods of employee selection and hotel types

The characteristics of hotels (size, quality grading, affiliation and the city in which it is located) have been found to influence the methods used to select employees. This is evident in the works of Lee-Ross (1998), Nolan (2002), and Lockyer and Scholarios (2004). For example, studies by Lee-Ross (1998) and Nolan (2002) found out that size of hotels influences the method of employee selection. Whilst large hotels have the resources (both human and financial) to use multiple methods, small hotels do not have such resources and resort to the traditional methods.

Similarly, studies by Nankervis and Debrah (1996) and Lockyer and Scholarios (2004) established that the affiliation status of hotels influences the methods used to select job candidates. Whilst chain hotels use multiple selection procedures because they have human resource specialists who play different roles, independent hotels do not have many human resource personnel to afford multiple selection methods.

As a result, this section examined the association between the various hotel profiles and the methods used to select employees. The aim was to find out if any significant association existed between the hotel types and the methods of employee selection. Two dependent variables were used in the analysis. They were the use of traditional and non-traditional methods in employee selection. These were tested against five hotel profiles (independent variables). They were size (based on number of employees), size (based number of rooms), quality grade; affiliation status and city in which the hotels are located. The Chi-squared

statistic was employed to determine whether significant relationship existed between the hotel profiles and the mode of selection. The level of significance was set at 0.05. It was also used to test the plausibility of research hypothesis 4. The results are discussed below.

Traditional methods of selection and hotel types

The traditional methods of selection were tested against the five hotel profiles to find out the association between the various types of hotels and the methods of employee selection. Table 18 presents the results of the analysis.

The test showed no significant association between the size of hotels (employees) and the use of the traditional methods to select employees. Table 18 suggests that out of the respondents who used interviews to select employees, 68% were from small hotels whilst about 23% were from medium and 9% were from large hotels. The trend was the same with employee selection through reference checks, application forms and curriculum vitae. However, the percentages varied from 50% - 68% for those from small hotels, 22.5% - 36% for those from medium hotels and 9% - 25.9% from large hotels. Similarly, the analysis showed that no significant association existed between the size of hotels (based on number of rooms) and the use of the traditional methods to select employees.

Also, the tests showed that no significant association existed between the affiliation status of hotels and the use of the traditional methods to select employees. Although most of the respondents who used these methods were from

Table 18: Traditional methods of selection and hotel types

Hotel Type	Traditional methods of selection				X ² (p-value)
	Interviews	Ref. Checks	App. Form	Curriculum Vitae	
<i>Size (Employees.)</i>					
Large	8.7	25.9	9.2	14.9	0.941
Medium	22.8	24.1	22.5	36.6	(0.625)
Small	68.5	50.0	68.3	48.5	
<i>Size (Rooms)</i>					
Large	10.4	27.6	10.8	18.7	0.821
Medium	18.3	20.7	17.9	31.3	(0.663)
Small	71.4	51.7	71.2	50.0	
<i>Quality rating</i>					
Star Rated	36.2	53.3	36.4	58.8	2.153
G. House	15.2	20.0	14.9	18.4	(0.341)
Budget	48.6	26.7	48.4	22.8	
<i>Affiliation status.</i>					
Chain	4.4	14.6	4.8	7.1	0.100
Independent	95.6	85.4	95.2	92.9	(0.752)
<i>City (location)</i>					
Accra	60.1	43.9	60.5	20.8	4.633
Kumasi	30.1	28.0	30.9	65.0	(0.099)
Cape Coast	9.8	28.0	8.7	14.2	

Source: Fieldwork, 2011

independent hotels, the test suggests that some of the chain hotels also used this method.

Again, the results suggest that no significant association existed between the quality rating of hotels and the use of traditional methods to select employees. Thus, out of the respondents who used interviews and application forms to select employees, majority were from budget hotels followed by star-rated hotels before guest houses. The trend however, changes with those who used reference checks and CVs where majority are from star-rated hotels followed by budget hotels before guest houses. Since the percentages differ by hotel type, the quality rating of hotels had no influence on the use of traditional methods to select employees.

Again, the test showed no significant association between the city in which a hotel is located and use of the traditional methods to select employees. Table 18 suggests that the use of different methods of employee selection did not depend on the city in which the hotels were located. Thus, out of the respondents who used interviews to select employees, 60% were from hotels located in Accra, 30% from hotels in Kumasi, and about 10% from hotels located in Cape Coast. On the other hand, out of the respondents who used CVs as a selection tool, 65% were from hotels in Kumasi, 21% from Accra and 14% from Cape Coast. This is an indication that location has no bearing on the method used to select employees.

Non-traditional methods of selection and hotel types

The non-traditional methods of selection were tested against the various hotel types to find out the association between these selection methods and the

hotel types. The results are presented in Table 19.

It showed that some significant association existed between the size of hotels (based on number of employees) and the use of the non-traditional methods to select employees. Table 19 suggests that out of the respondents who used the non-traditional methods to select employees, greater percentages were from the small hotels. For example, out of those that used telephone conversation, about 71% were from small hotels, 22.5% from medium hotels and about 7% from large hotels. Similarly, out of those that used telephone conversation, about 71% were from small hotels, 22.5% from medium hotels and about 7% from large hotels. Similarly, out of the respondents who used the personal presentation of applicants to select employees, 69.4% were from small hotels. Since the trend is consistent for all the non-traditional methods, it could be inferred that majority of respondents that used the non-traditional methods were from small hotels followed by medium and then large hotels. Therefore, the size of hotels informs the method that will be used to select its human resources. This confirms the claim by Nolan (2002) that there is a significant relationship between the size of hotels and the method used to select employees.

Again, the tests showed some significant association between the size of hotels (based on the number of rooms) and the use of the non-traditional methods to select employees. Thus majority of the respondents who used the various methods to select employees were from small hotels. These included job sample about 74%, personal presentation of applicants 72%, medical examination about 70%, and interest inventory 67% whilst few medium hotels used those methods.

Hotel Type	Honesty	Drug	Person	Police	Aptthn	Medic	examin	Cred	emp	Sch. Re	Rec. agr	Job or v	Peer	Assessn	Inter	Invent	Telephc	convers	X ²
Size (Emp.)			present	chcel	test	exam	in	check	check	Re	report	or v	assessm	centr	Inter	Inter	Telephc	convers	(p-value)
Large	27.9	28.6	8.6	33.3	8.7	9.9	9.9	11.1	32.6	23.1	30.0	5.9	22.2	28.6	7.0	6.8	6.8	6.8	9.136
Medium	32.6	14.3	22.1	25.0	23.9	23.0	23.0	22.2	18.6	15.4	20.0	24.1	38.9	28.6	32.0	22.5	22.5	22.5	(0.010*)
Small	39.5	57.1	69.4	41.7	67.4	67.1	67.1	66.7	48.8	61.5	50.0	70.1	38.9	42.9	61.0	70.7	70.7	70.7	
Size (Rooms)																			
Large	37.2	28.6	9.9	33.3	10.4	11.7	11.7	22.2	30.2	23.1	30.0	8.6	33.3	28.6	8.0	9.0	9.0	9.0	11.744
Medium	20.9	14.3	18.0	25.0	18.7	18.5	18.5	22.2	14.0	23.1	10.0	17.6	22.2	42.9	25.0	17.6	17.6	17.6	(0.003*)
Small	41.9	57.1	72.1	41.7	70.9	69.8	69.8	55.6	55.8	53.8	60.0	73.8	44.4	28.6	67.0	73.4	73.4	73.4	
Quality rating																			
Star Rated	65.9	57.1	35.3	58.3	37.1	37.1	37.1	55.6	57.8	53.3	50.0	31.7	65.0	57.1	44.1	33.5	33.5	33.5	2.680
G. House	15.9	14.3	14.3	16.7	14.7	14.3	14.3	22.2	11.1	6.7	30.0	18.5	0.0	14.3	22.5	15.6	15.6	15.6	(0.262)
Budget	18.2	28.6	50.4	25.0	48.3	48.7	48.7	22.2	31.1	40.0	20.0	49.7	35.0	28.6	33.3	50.9	50.9	50.9	
Affiliation st																			
Chain	14.1	0.0	5.1	14.3	4.2	5.2	5.2	12.5	10.4	13.0	4.5	2.5	9.7	10.0	3.1	3.2	3.2	3.2	1.702
Independent	85.9	100.0	94.9	85.7	95.8	94.8	94.8	87.5	89.6	87.0	95.5	97.5	90.3	90.0	96.9	96.8	96.8	96.8	(0.192)
City location																			
Accra	75.0	35.7	58.2	52.4	63.5	63.2	63.2	68.8	40.3	47.8	68.2	58.2	61.3	77.8	72.4	62.0	62.0	62.0	13.763
Kumasi	10.9	14.3	32.5	14.3	31.6	29.2	29.2	0.0	23.9	8.7	13.6	37.6	9.7	11.1	21.3	33.0	33.0	33.0	(0.001*)
Cape Coast	14.1	50.0	9.2	33.3	4.9	7.6	7.6	31.2	35.8	43.5	18.2	4.2	29.0	11.1	6.3	5.0	5.0	5.0	

* significant at an alpha of 0.05; Source: Fieldwork, 2010

Thus as suggested by Nolan (2002) a significant association exists between the size of a hotel and the methods used to select employees.

Also, some significant association was established between the city in which a hotel is located and the use of non-traditional methods to select employees. Table 19 shows that out of the respondents who used the various methods to select employees, majority were located in Accra, followed by Kumasi and then Cape Coast. For example, out of those who used telephone conversation, 62% were from hotels located in Accra, 33% from hotels in Kumasi and 5% from hotels located in Cape Coast. The trend was the same for those who used interest inventory where 72% were from hotels located in Accra, 21% from Kumasi and 6.3% from Cape Coast. However, there was one exception (drug test) where majority of the respondents were from hotels located in Cape Coast. The results suggest that the location of hotels had a bearing on the methods used to select employees. This is in line with the claim by Magd (2003) that the location of hotels significantly influence the methods used to select employees.

In contrast, the test shows that no significant association existed between the quality rating of hotels and the use of the non-traditional sources to select employees. Table 19 suggests that out of the respondents who used the personal presentation of applicants to select employees, 50% were from budget hotels, 35% from star-rated hotels and 14% from guest houses. However, out of the respondents who used interest inventory, 44% were from star-rated hotels, 33% from budget hotels and about 23% from guest houses. Also, out of the respondents who used assessment centres to select employees, 57% were from

star-rated hotels, about 27% from budget hotels and 14% from guest houses. The variation in percentages is an indication that the quality rating of hotels had no influence on the method used to select human resources.

Similarly, the tests showed no significant association between the affiliation status of hotels and the use of the non-traditional methods to select human resources. As shown in Table 19, out of the respondents who used some of the non-traditional methods to select employees, majority were from independent hotels (between 85% and 97%). The percentages however, ranged from 95% to 85%. Although the majority (95.3%) of hotels in the study areas were independent hotels, some chain hotels used some of the non-traditional methods to select their employees. It can thus be inferred that the affiliation status of hotels in the study areas did not influence the choice of method to select employees. The results are however, inconsistent with the assertion by Nankervis and Debrah (1996) and Lockyer and Scholarios (2004) that the affiliation of hotels influences the adoption methods to select employees.

Based on the conceptual framework and literature on the selection of human resources for hotel operations, the following hypotheses were tested and the results are summarised below:

- **Ho: Accepted:** There is no significant relationship between the affiliation status of hotels and the methods used to select employees.

Summary

This chapter has provided an insight into the methods that hotels in the study areas adopted to select employees. It began with a compilation of results of

the survey to find out the most popular method of employee selection. The results were analysed to find out the association between the various hotel types and the methods of selection. The Chi-square test supported research hypothesis 4. Therefore: 'There is no significant relationship between the affiliation status of hotels and the methods used to select employees'. The next chapter focuses on how diversity and preferential treatment influence the selection of employees.

CHAPTER EIGHT

DIVERSITY AND PREFERENTIAL TREATMENT IN SELECTING HUMAN RESOURCES FOR HOTEL OPERATIONS

Introduction

This chapter discusses how diversity and preferential treatment influence the selection of human resources for hotel operations. Since hotel services are consumed by people from diverse backgrounds (sex, tribe, marital status, religion, etc.), it is important that the workforce reflects this diversity to create a better public image whilst enhancing the capacity of employees to solve problems (Devine et al., 2007). On the other hand, if employee selection discriminates against people based on their backgrounds or favours only those who have some relationships with the hiring and other managers, meritocracy in the hotel will be compromised (Abdalla, 1998). Similarly, unequal treatment of employees based on nepotism, favouritism, and discrimination have negative effects on managing human resources and could result in work related stress, tardiness, absenteeism, and high turnover rates in hotels (Hall et al., 1998). In spite of the potential costs, research has shown that most hotels do not address nepotism and diversity adequately in the selection of human resources (Aralsi et al., 2006).

Consequently, investigations were conducted into how hotels in Accra, Kumasi and Cape Coast addressed the issues of diversity and preferential

treatment in employee selection. This was done in accordance with the conceptual framework governing the study. Table 20 presents the results of the survey.

Table 20: Hiring managers' preference for the attributes of job candidates

Attribute	Frequency	Percentage
<i>Personal characteristics</i>		
Age	280	13.5
Marital status	207	10.0
Sex	195	9.4
Disability	8	0.4
<i>Place of Origin</i>		
Region of origin	221	10.7
District	153	7.4
Home town	146	7.0
<i>Relationships</i>		
Relatives	199	9.6
Same religious beliefs	177	8.5
Immediate family	137	6.6
Friends	132	6.4
Relatives of friends	127	6.1
Secondary school attended	36	1.7
Tertiary institution	35	1.7
Relatives of employees	4	0.2

Table 20 continued

Political issues

Relatives of politicians	9	0.4
Political affiliation	8	0.4
Total Respondents	2074*	100

*The frequency exceeds the sample size of 317 because of multiple responses

Source: Fieldwork, 2010

The results show that 33.3% of the respondents had preference for job applicants who had the same personal characteristics as theirs. Explaining the rationale behind this, a hotel manager in Kumasi remarked that:

People with the same personal characteristics have similar values and aspirations making it easy for bonding and work flow.

This finding is in line with the observation by Manshor et al. (2003 p. 636) that hiring managers have preference for people with the same personal characteristics otherwise referred to as ‘similar to me’ since such people have the same values.

Table 20 shows that a quarter (25.1%) of the managers had preference for job candidates who came from their place of origin. The managers explained that employing people from one’s place of origin guarantees loyalty since people usually consider the success of their kinsmen as theirs. This sentiment confirms the claim by Boadi (2000) that hotel managers usually have preference for people from their home regions because such people are normally loyal and could be

trained and empowered to deliver quality services.

The results show that 41% of the respondents preferred applicants who had some relationship with them in employee selection. The reasons for this preference were given by the manager of a small hotel in Cape Coast as follows:

Engaging relatives ensures continuity of policies since relatives usually stay with such family businesses for life.

Therefore, loyalty, commitment, and retention are guaranteed.

The reasons are consistent with the observation by Nolan (2002) that employing people who have some relationships is very popular with small hotels, especially those managed by owners to ensure loyalty, continuity, and business growth.

Politicians in developing countries have a lot of influence in society, including employment. The study examined the extent to which political ideology could influence employee selection. Table 20 shows that only 0.8% of the hiring managers of hotels in Accra, Kumasi and Cape Coast considered the political affiliation of job candidates as an employee selection issue. This finding confirms the observation by Chand and Katou (2007) that hotels in India do not use political affiliation as a criterion in selecting employees since politicians are not major stakeholders in the hotel industry.

Preference for job applicants based on their personal characteristics

The personal characteristics of job applicants usually influence the

selection decisions of hiring managers (Woods et al., 1998). The characteristics explored by the current study included age, sex, marital status and disability. The results which are presented in Figure 7 show that 88% out of the 317 respondents had preference for job candidates who were in the same age brackets. According

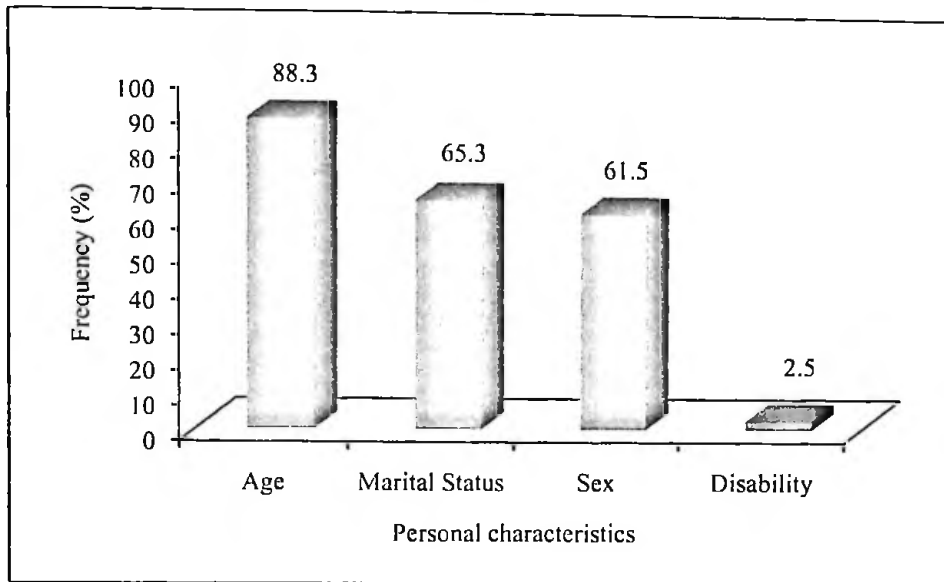


Figure 7: Respondents' preference for applicants based on personal characteristics

Source: Fieldwork, 2010

to the managers, it is easier to relate to people of the same age group than people who are either too old or too young. The findings are in line with the claim by Mathis and Jackson (2004) that older hiring managers tend to favour old job candidates whilst younger managers prefer young candidates since young people do not want to employ people of their parents' generation. In contrast, Willie et al (2008) observed that hiring managers of hotels in the Niagara region of Canada have preference for older and mature people for frontline duties since such people project positive image, are good communicators, loyal and punctual for duty.

Figure 7 show that 65% of the respondents preferred hiring job candidates with the same marital status. Since about 79% of the respondents were married, it meant that most of the hiring managers preferred hiring people who were married. The manager of a budget hotel in Cape Coast explained that:

Married people are perceived as more responsible and trust worthy and are good managers. Therefore those (married people) who are qualified are engaged for managerial and supervisory positions.

The finding confirms the observation by Callan (2002) that married managers prefer employees who are married. However, Mooney and Ryan (2009) claim that hotel managers are cautious in giving responsible positions to married women because the household, child-bearing and child care activities usually take precedence over the official duties of married women.

With regard to the sex of respondents, Figure 7 shows that 62 % of the respondents preferred hiring job candidates of the same sex. According to Wiley and Eklun (1985), people of the same sex usually get along very well. Therefore, similarity based on sex is a clue to effective bonding and team work. The findings are, however, inconsistent with the assertion by Kniveton (2008) that hotel managers prefer female workers for front office and other customer contact positions because women create a house party atmosphere which makes customers feel comfortable. Women are also preferred by small hotels which usually have some loyal customers. Such women enhance the hospitality

experience of these customers because they easily remember good clients and recognise them by their names which help boost customer confidence (Callan & Fearon, 1997). In contrast, Kattara (2006) noted that in Egypt and other Arab countries, females are discriminated against in employee selection. Therefore, the hiring managers of hotels give preference to the male candidates. Where women applicants have better qualifications, other issues are introduced to make the selection process appear fair.

Another important issue is the need to employ people with disability. The legal regime of most countries requires that people with disability should not be discriminated against in employee selection (Grobler et al., 2006). However, Figure 7 shows that only 2.5% of the hiring managers had preference for people with disability. This, according to the manager of a hotel in Kumasi is because:

Many people consider disability as a curse arising out of some punishment for offences committed by a relative against society and employing such people will spell doom for the hotel since disabled people usually turn away customers.

The finding is consistent with the practice in other developing countries such as Mauritius (Ladkin & Juwaheer, 2000) and Sri Lanka (Wickramansinghe 2006) where studies have found that in spite of legislation, most hotels do not employ people with disability. In contrast, studies in developed countries have revealed that disabled people are not discriminated against in employee selection. This is because it is felt that, like other human beings, disabled people have some

potential which could be developed (Grobler et al., 2006). Special considerations are therefore given to disabled people in employee selection. For example in Canada, Willie et al. (2008) observed that most hotels have quotas for employing disabled people. In Scotland, Maxwell et al. (2000) found that the success of Stakes Hotel in Edinburgh was partly due to a stable work force characterised by many disabled people in employment.

Preference for job applicants based on their place of origin

Research by Boadi (2000) observed that the place of origin of job applicants significantly influences the decision of hiring managers as most people preferred working with people from their places of origin. The current study explored how the region, district and hometown of job applicants influenced the employee selection decisions of selected hotels in Accra, Kumasi, and Cape Coast. The results are presented in Figure 8.

The results showed that 70% of the 317 respondents preferred job candidates who came from their regions. The rationale behind this according to the hotel managers is to guarantee loyalty and commitment. The manager of a budget hotel narrated an unfortunate incident where an employee from another region used 'juju' on him when he wrongly accused him of theft. To him, some people are dangerous and could destroy one's business. However, where there are no qualified people from their regions, most of the managers had preference for people from northern Ghana. The managers from Kumasi felt that people from the Brong Ahafo region were honest, hardworking and reliable.

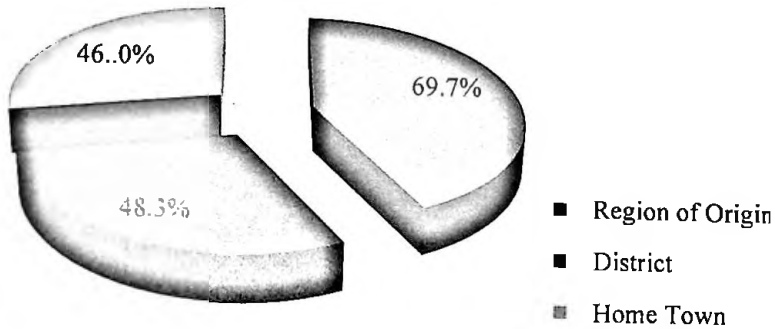


Figure 8: Respondents' preference for applicants based on their place of origin

Source: Fieldwork, 2010

Furthermore, Figure 8 shows that 48.3% of the hiring managers preferred job candidates who came from their districts whilst 46% had preference for people from their hometowns. The findings are in line with the practice in other countries where the hiring managers of hotels are indifferent about the districts and regions of origin of job applicants. For example, studies by Magd (2003) in the USA and Willie et al (2008) in Canada found that the employee selection decisions of hotels do not take the state (region) or place of birth (hometown) into consideration.

Preference for job applicants based on relationships

Research has shown that hiring managers in the hospitality industry usually give preference to people who have some relationships with them when selecting employees (Nolan, 2002; Manshor et al, 2003). The study examined

eight relationship issues which were preference for relatives, members of the immediate family, friends, and relatives of friends, people with same religious beliefs, people who attended the same school (primary, secondary and tertiary), and relatives of employees. Figure 9 presents the results.

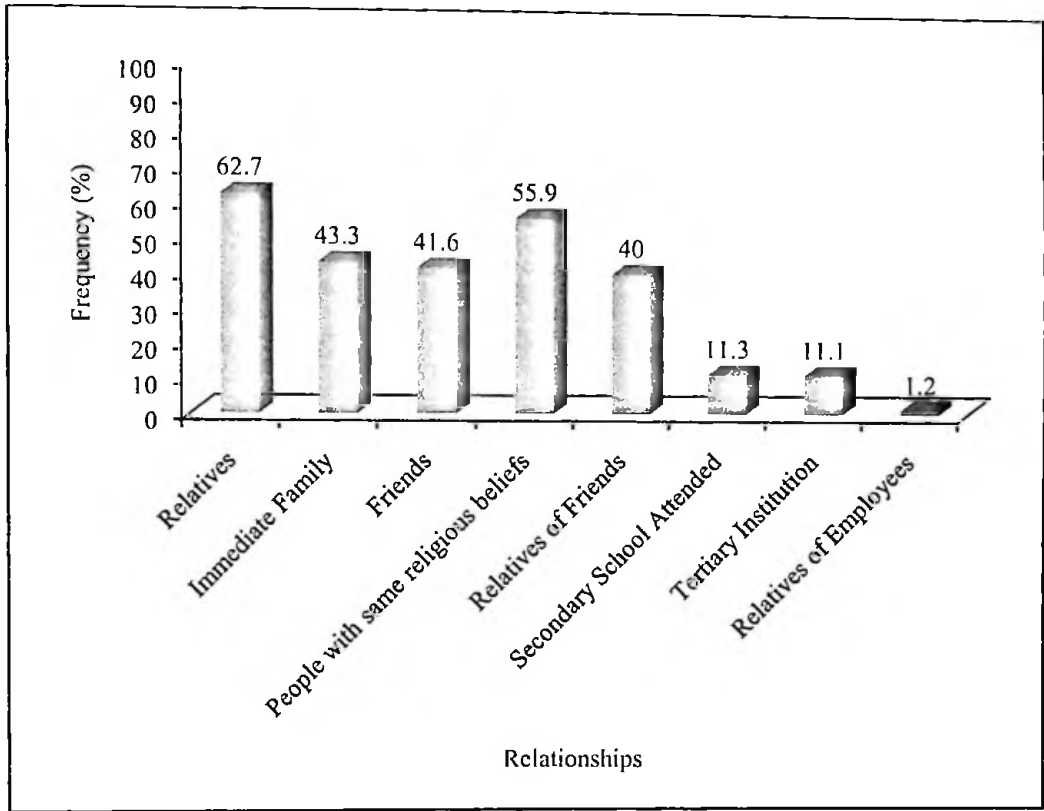


Figure 9: Respondents' preference for applicants based on relationships

Source: Fieldwork, 2011

The results show that 62.7% out of the 317 respondents had preference for their relatives when taking employee selection decisions. According to Boadi (2000), this ensures loyalty and continuity of policy. Research has shown that the hiring managers of hotels in developing countries have preference for their relatives. For example, in Egypt, Katarra (2005) found that the hiring managers of

hotels prefer hiring their relatives to ensure continuity of policy. Similar findings were reported in Mauritius (Ladkin & Juwaheer, 2000). In contrast, studies in developed countries have established that only small hotels managed by their owners have such preference (Carroll et al., 1999; Nolan, 2002). According to Raybould and Wilkins (2005), large hotels do not give such preference because it could lead to the exclusion of many people from hotel work and defeat the purpose of diversity management.

Similarly, Figure 9 shows that 43.3% of the respondents preferred members of their immediate families when taking employee selection decisions. This is in line with the claim by Nolan (2002) that small hotels managed by their owners usually give priority to their children and other members of their family in employee selection. However, studies by Westhead et al. (2002) and Lockyer and Scholarios (2004) concluded that large and chain hotels do not encourage employing friends and relatives of managers since such practice could compromise meritocracy.

The results show that less than half (41.6%) of the hiring managers in the study areas had preference for friends in selecting job candidates. Also, 40% had preference for relatives of friends. According to Ekiz (2003), the hiring managers of hotels in North Cyprus do not give preference to friends and relatives because it could lead to the exclusion of other brilliant and hardworking people from hotel work. The finding is also in consonance with the observation by Westhead et al. (2002) that the managers of hotels in the United Kingdom do not usually have preference for friends and relatives when taking employee selection decisions.

Again, Figure 9 shows that only 1.2% of the respondents gave preference to the relatives of employees in selecting job candidates. This finding contradicts the claim by Carroll et al. (1999) that most hotels give preference to the relatives and other people recommended by their employees when taking decisions on job candidates. Such people, it is argued are very loyal, committed and reliable.

One important issue that influences employee selection is for hiring managers to give preference to people with the same religious beliefs. In some countries religion serves as the stereotype that obscures the qualities of individuals (Manshor et al., 2003). The current study explored the preference of hiring managers for job candidates who had the same religious beliefs as theirs. Figure 9 shows that 56% of the respondents preferred people with the same religious beliefs when taking employee selection decisions. The managers explained that hiring people with the same religious belief will produce a cohesive work force where employees could be trusted and therefore empowered to take important decisions. The manager of a large hotel who is a Moslem remarked:

The Islamic teachings make people loyal, caring, honest and trustworthy. Moslems can also be trusted and empowered to offer quality services. They also act as a conduit for attracting other Moslems to lodge in the hotel.

The finding confirms the practice in other countries such as Nigeria where Mordi et al. (2010) suggest that religion plays an important role in employee resourcing. In the Arab countries studies by Manshor et al (2003) in Malaysia, Kattara (2006) in Egypt and Jamali et al. (2006) in Lebanon suggest that the hiring managers of

hotels prefer hiring people who belong to the Islamic religion. In contrast, religious belief is not an issue that influences the preference for job candidates in countries which have majority of their citizens as Christians. This is evident in studies in the United States of America (Walker & Lumberg, 2006), England (Branine, 2008), and Canada (Willie et al 2008).

An emerging issue in employee resourcing is for hiring managers to give preference to job candidates who attended the same school (primary, secondary or tertiary) with them (Mathis & Jackson, 2004). However, the current study revealed that only 11.3% of the hiring managers had preference for job candidates who attended the same secondary and tertiary institution (11.3%). The findings are at variance with the practice in many countries including Malaysia (Manshor et al. 2003), South Africa (Grobler et al, 2006), Canada (Willie et al, 2008) where studies have shown that the hiring managers of hotels prefer hiring job candidates who attended the same secondary and tertiary institutions.

Preference for diverse employees and hotel types

Research has shown that the attributes of job applicants significantly influence the selection decisions of hiring managers of hotels (Carroll et al., 1999; Boadi, 2000; Manshor et al., 2003). For example, Manshor et al. (2003) observed that age, race, sex, religion and place of origin have significant effect on the preference of hotel managers in employee selection. Also, the characteristics of hotels (size, quality rating, affiliation status and the city in which it is located) have been found to have a lot of influence on the type of human resources that

may be selected to work in hotels (Carroll et al., 1999; Nolan, 2002; Manshor et al., 2003; Lockyer & Scholarios, 2004). For example, Carroll et al. (1999) observed that the size of hotels influences the preference of hiring managers in employee selection.

As a result, the relationship between the various hotel types and the hiring managers' preference for employees of diverse backgrounds was tested to find out if the type of hotel influenced the preference of managers. The dependent variables used for the tests were the hiring managers' preference for job candidates based on the personal characteristics, place of origin, and relationships. They were tested against five hotel characteristics (independent variables). These were size (based on number of employees), size (based on number of rooms), quality rating, affiliation status, and the city location. The Chi-square statistic was employed in the analysis. The significance level was set at 0.05.

Preference for personal characteristics and hotel types

The hiring managers' preference for the selection of employees who had the same personal characteristics was tested against the hotel profiles to find out if any significant association existed between the type of hotels and the preference of the hiring managers. Table 21 presents the results of the analysis. The results show that no significant association existed between the size of hotels (based on number of employees) and the preference of hiring managers for the selection of job applicants of the same age group. Table 21 suggests that, out of respondents who had preference for employees of the same age group, about 68% were from

Table 21: Preference for personal characteristics and hotel types
Attributes of job applicants

Hotel Type	Age	X ² (p-value)	Marital status	X ² (p-value)	Sex	X ² (p-value)	Disability	X ² (p-value)
Size (Emp.)								
Large	8.6	8.779	7.2	68.931	5.1	21.644	50.0	31.688
Medium	23.6	(0.360)	15.5	(0.000)*	26.2	(0.006)*	12.5	(0.000)*
Small	67.9		77.3		68.7		37.5	
Size (Rooms)								
Large	27.9	11.134	19.3	47.223	27.7	15.492	62.5	14.374
Medium	48.2	(0.194)	52.2	(0.000)*	51.8	(0.050)*	25.0	(0.073)
Small	23.9		28.5		20.5		12.5	
Quality rating								
Star Rated	33.2	20.653	26.1	59.091	28.7	23.223	50.0	8.936
G. House	15.7	(0.008)*	12.6	(0.000)*	17.9	(0.003)*	12.5	(0.348)
Budget	51.1		61.4		53.3		37.5	
Affiliation stat								
Chain	3.6	81.609	3.4	12.962	3.1	20.020	50.0	22.482
Independent	96.4	(0.000)*	96.6	(0.011)*	76.9	(0.000)*	50.0	(0.000)*
City (location)								
Accra	62.9	15.060	69.6	84.414	55.9	48.142	50.0	23.770
Kumasi	32.1	(0.005)*	27.5	(0.000)*	38.5	(0.000)*	37.5	(0.003)*
Cape Coast	5.0		2.9		5.6		12.5	

*significant at 0.05

Source: Fieldwork, 2010

small hotels, about 24% from medium hotels and about 9% from large hotels.

Similarly, the test shows that no significant association existed between the size of hotels (based on number of rooms) and the preference for selecting employees of the same age group as hiring managers. However, unlike the size (based on number of employees), the managers of medium hotels had preference for people of the same age group.

The results show some significant association between the quality rating of hotels and preference of hiring managers to select employees of the same age group. Table 21 suggests that out of the hiring managers who had preference for employees of their age group, 51% were from budget hotels, 33% were from star-rated hotels and about 16% from guest houses.

Similarly, some significant association existed between the affiliation of hotels and the preference for employees of the same age group as the hiring managers. Table 21 shows that, out of the hiring managers who had preference for employees of the same age group, 96% were from independent hotels whilst only about 4% were from chain hotels. Some significant association was also established between the city in which the hotels were located and the preference for employees of the same age group as the hiring managers. Thus out of the respondents who had preference for employees of the same age group, about 63% were from hotels located in Accra, 32% were from hotels located in Kumasi and 15% from hotels located in Cape Coast. Therefore, the city in which a hotel is located (Accra, Kumasi or Cape Coast) had a significant bearing on the preference of the hiring managers to select employees of the same age group.

On the preference of the hiring managers in selecting employees of the

same marital status, the test showed that some significant association existed between the preference of hiring managers for selecting employees of the same marital status and all five hotel profiles. This means that the preference of hiring managers for employees of the same marital status depended on the size, quality rating, affiliation or location of hotels. The findings are in line with the observation by Mason and Cheyne (2000) and Mooney and Ryan (2009) that the marital status of hiring managers influences their preference for employees.

Similarly, the results showed that some significant association existed between the preference of hiring managers for selecting employees of the same sex and all the five hotel profiles. This means that the size, quality rating, affiliation, and location of hotels have some bearing on the preference of hiring managers for employees of the same sex. This confirms the claim by Callan and Fearon (1997) that hotel managers have preference for selecting employees of the same sex as it enhances bonding at work.

Based on the conceptual framework and literature, the following hypotheses were tested and the results are summarised below:

- **Ho: Rejected:** The sex of job applicants has no significant influence on the selection decisions of hiring managers.

The test also established some significant association existed between the preference of hiring managers for selecting employees with disability and 3 hotel profiles. The implication is that the preference to select job candidates with disability depended on the size (determined by number of employees), affiliation and the city in which the hotel is located. No significant association, however,

existed between two hotel profiles and the preference of hiring managers in selecting employees with some form of disability. They are size of hotel (determined by number of rooms) and the quality rating of hotels. This means that the hiring managers' preference for selecting employees with disability did not depend on the size and quality rating of the hotels.

Preference for place of origin and hotel types

The hiring managers' preferences for employees who came from their places of origin were tested against the various hotel profiles to find out if there was any significant association between the type of hotel and the preference for such applicants. The results are presented in Table 22.

The test shows some significant association between the size of hotels (based on number of employees) and preference for job candidates who came from the place of origin as the hiring managers. Table 22 suggests that out of the respondents who had preference for employing people from the same region, 71% were from small hotels, about 23% were from medium, and 7% from large hotels. The trend was the same with preference for employees from the same district and home towns of the hiring managers where 74% of the respondents were from small hotels, about 22% from medium hotels and 4% from large hotels. Therefore, the size of hotels has some influence on the hiring managers' preference for employees from their region of origin. Similarly, the test showed some association between the size of hotels (number of rooms) and preference for job candidates who came from the same place as the hiring managers.

Table 22: Preference for place of origin and hotel types

otel Type	Region	District	Home town	χ^2 (p-value)
Size (Emp.)				
Large	7.2	9.2	4.1	6.469
Medium	22.6	22.2	21.9	(0.039)*
Small	70.1	68.6	74.0	
Size (Rooms)				
Large	27.1	30.1	20.5	7.230
Medium	48.0	48.4	61.6	(0.027)*
Small	24.9	21.6	17.8	
Quality rating				
Star Rated	32.1	34.6	24.7	8.609
G. House	13.6	13.7	18.5	(0.014)*
Budget	54.3	51.6	56.8	
Affiliation status				
Chain	3.2	5.9	1.4	6.069
Independent	96.8	94.1	98.6	(0.014)*
City (location)				
Accra	50.7	73.9	81.5	36.756
Kumasi	42.5	19.6	17.8	(0.000)*
Cape Coast	6.8	6.5	0.7	

*Significance at 0.05

Source: Fieldwork, 2010

With regards to the preference for the place or origin of applicants against the quality rating of hotels, the results showed that significant association existed between the grade of hotels and preference for selecting employees based on their places of origin. Table 22 suggests that out of the hotels whose hiring managers had preference for the hometowns of job applicants, about 57% were budget, about 25% star-rated, and 18.5% guest houses. Similar trends emerged on the preference for job candidates based on the district and region of origin. The results again showed that significant association existed between the affiliation status of hotels and preference for job candidates based on the place of origin.

Some significant association was also established between the location of hotels and preference for selecting employees based on their place of origin. As shown in Table 22, out the hiring managers who had preference for selecting employees based on their places of origin, majority were from hotels located in Accra followed by Kumasi and Cape Coast. Cape Coast.

Preference for people with relationships and hotel types

The hiring managers' preference for the selection of job applicants who had some relationships with them were tested against the various hotel profiles. The aim was to find out if there was any significant association between the type of hotel and the preference for employees who had some relationships with the hiring managers. The results of are presented in Table 23. The test showed that no significant association existed between the size of hotels (number of employees) and preference for selecting job candidates based on their relationship with the

hiring managers. Table 23 suggests that majority of the hiring managers who had preference for selecting employees with whom they had relationships were from small hotels. The relationship issues and the percentages included 70.5% for friends, 71% for relatives, 70.1% for immediate family, 74% for religious beliefs and 73% for friends. Similarly, the analysis showed that no significant association existed between the affiliation status of hotels and the preference of hiring managers for employees who had some relationship with them. The results further suggest that most of the respondents who had preference for selecting people with whom they had relationships were from independent hotels.

In contrast, some significant association existed between the size of a hotel (number of rooms) and preference for employees who had some relationship with the hiring managers. Table 23 shows that, out of the hiring managers who preferred selecting employees who had some relationship with them, majority were from the medium hotels. Similarly, the results showed that some significant relationship between the quality rating of hotels and hiring managers' preference for employees who had some relationships with them. Thus out of the hiring managers who had preference for selecting people with some relationships, majority were from the budget hotels by the following percentages: relatives (56.3%), immediate family (52.6%), people with same religious belief (65%), friends (52%), and relatives of friends 63%. However, out of the respondents who preferred selecting employees who attended the same secondary schools 58.3% were from star-rated hotels whilst out those who had preference for selecting employees who attended the same tertiary institutions about 63% were from star-

rated hotels. Thus the preference for selecting employees depended on the quality

Table 23: Preference for people with relationships and hotel types

Hotel Type	Relatives	Immediate family	Friends	Religious beliefs	Relatives of friends	Secondary school	Tertiary	Employees relatives	X ² (p-value)
<i>Size (Employees)</i>									
Large	4.0	5.1	5.3	5.6	2.4	25.0	31.4	25.0	4.965
Medium	25.1	24.8	24.2	20.3	24.4	33.3	25.7	25.0	(0.084)
Small	70.9	70.1	70.5	74.0	73.2	41.7	42.9	50.0	
<i>Size (Rooms)</i>									
Large	25.1	24.1	23.5	22.0	25.2	11.1	57.1	50.0	12.090
Medium	54.3	59.9	60.6	53.1	52.0	33.3	25.7	0.0	(0.002)
Small	20.6	16.1	15.9	24.9	22.8	55.6	17.1	50.0	
<i>Quaityl. Rating</i>									
Star Rated	28.1	28.5	28.0	24.9	22.8	58.3	62.9	50.0	12.498
G. House	15.6	19.0	19.7	10.2	14.2	16.7	14.3	0.0	(0.002)
Budget	56.3	52.6	52.3	65.0	63.0	25.0	22.9	50.0	
<i>Affiliation status</i>									
Chain	1.5	1.5	3.0	2.8	2.4	19.4	25.7	0.0	1.999
Independent	98.5	98.5	97.0	97.2	97.6	80.6	74.3	100	(0.157)
<i>City location</i>									
Accra	34.7	93.5	87.9	62.1	45.7	63.9	60.0	50.0	56.529
Kumasi	64.8	5.8	12.1	37.3	54.3	25.0	28.6	25.0	(0.000)
Cape Coast	0.5	0.7	0.0	0.6	0.0	11.1	11.4	25.0	

Source: Fieldwork, 2010

rating of hotels. The grade of hotels therefore has some bearing on the preference for applicants who have some relationships with the hiring managers.

Again, the test established that some significant association existed

between the city in which a hotel is located and the hiring managers' preference for selecting employees who had some relationships with them. Table 23 suggests that majority of the hiring managers who had preference for selecting employees based on the underlisted characteristics were from hotels located in Accra. These attributes and the percentages were immediate family (93.5%), friends (about 88%), people who attended the same school (64%) and people with same religious beliefs (62%). Also, out of the hiring managers who had preference for their relatives, 64% were from Kumasi whilst 54% had preference for had the relatives of friends. However, few of the managers of hotels located in Cape Coast had preference for selecting employees based on their personal characteristics. These ranged from no preference for friends and people who attended the same schools, 5% for relatives, to 25% for relatives of employees. Therefore, as suggested by Magd (2003) the location of hotels influences the preference of hiring managers' for employees who have some relationships.

Summary

This chapter provided an insight into how hotels in the study areas addressed diversity and nepotism when selecting their employees. It commenced by assessing the hiring managers' preference for employees who had similar personal characteristics, came from the same place or had some relationship with them. It then analysed the relationship between the hiring managers' preferences for these attributes against the various hotel types. The chi-square test did not support research hypothesis 3. Therefore, 'The sex of job applicants has

CHAPTER NINE

STRATEGIES HOTELS ADOPT TO RETAIN EMPLOYEES

Introduction

Hotel operations require constant employee interaction with customers. This interface ought to be managed with the right human resources in order to deliver a hotel's unique brand of services for customer satisfaction. Since a lot of time and resources are used in staffing hotels, appropriate steps need to be taken to ensure employee retention. Studies have shown that hotels that adopt strategies to retain their staff outperform their competitors (Hinkin & Tracey, 2000). In line with the conceptual framework, (Figure 5) investigations were conducted into the strategies that hotels in the study areas have instituted to retain their employees.

Employee retention strategies

A total of ten retention strategies were used by hotels in Accra, Kumasi and Cape Coast. These included training, the work environment, job design and working relationships, and realistic job preview. The others were communicating the hotels' mission and goals to employees, empowerment, wages and salaries, hiring and promotion, and performance appraisal. Table 24 presents the results.

The results show that 17.3% of the respondents used employee training as a strategy to retain their employees. This involved providing general training for

Table 24: Strategies adopted by hotels to retain employees

Strategy	Details	%
Training	Hotel provides general training for employees. Hotel conducts induction for new employees. Hotel encourages transfer of tacit knowledge from experienced employees. There is a mentoring scheme for employees.	17.74
Work env.	Employees work in a safe environment. Hotel provides basic working tools and equipment. Employees work in an attractive and clean environment. Hotel provides first aid facilities to employees and clients.	14.5
Mission goals and direction	Hotel briefs new employees on mission goals and objectives. Employees take part in strategic planning. Employees are involved in setting and reviewing targets. Hotel encourages team work.	10.47
Job design	Hotel allows employees discretion on decision-making. Management encourage workplace socialisation. Management grants transfer request from employees. Employees are free to belong to trade unions. Employees enjoy flexible working hours. New employees briefed on need to be on one's feet, work for long hours and incentives given for working in unsocial hours.	10.33
Employee empowerment	Employees are allowed to take decisions on job without reference to higher authority. Employees are allowed to 'bend the rules' to solve problems. Hotel punishes employees for taking bad decisions. Hotel rewards employees for taking good decisions to solve customer problems.	9.78
Recognition, wages & sal.	Hotel offers competitive wages and salaries. Hotel provides good condition of service for employees. Employees who exceed targets are rewarded. Managers are rewarded for performance of subordinates. Employees have career progression opportunities.	8.51
Comm. of corp. Culture	Hotel briefs new employees how to dress, personal presentation Management tolerate employee suggestion and grievances. Information is freely shared among employees. Employees take part in industry-related activities.	8.42
Performance appraisal	Hotel has a regular and scheduled performance appraisal. Promotions are based on performance appraisal results. Employee training is based on performance appraisals. Performance appraisal results are discussed with employees.	8.33
Hires and promotions	Hotel fills vacancies from within. Promotions are based on merit not loyalty. There are no limits to employee promotion. Employees provide inputs in hiring and promotions.	8.24

Table 24 contd

Realistic preview	job	Hotel provides honest information to job candidates.	6.68
		Job candidates are briefed about benefits of work.	
		Job candidates are informed about the challenges of work.	
		Interview panel members are briefed about details of work.	
		Total	100
		N	317

Source: Fieldwork, 2010

employees, specific or specialised training for the various departments including teams, encouraging experienced workers to transfer knowledge to less experienced people, appointing experienced workers as mentors for new ones and inducting new employees (Davies et al., 2001).

Traditionally, hotels which train their employees have high rates of loyalty, commitment and retention (Gold, 2001). Training is also said to enhance employee performance boosting their confidence, loyalty, commitment and retention (Buck, 2006). According to Pollitt (2006), employee training is the main reason behind the success of the Sheraton group.

Providing a good work environment is also an effective strategy that hotels adopt to retain employees (Martin et al., 2006). This relates to the provision of a safe, healthy and clean work environment, basic tools and equipment for work and the availability of first aid facilities for employees and clients (Earle, 2003). Table 24 shows that 14.5% of the respondents in Accra, Kumasi and Cape Coast provided safe working environment as a strategy to retain their employees. Among the reasons why hotels provide good work environment for employees is that it makes them satisfied, fulfilled and happy to report for work (Earle, 2003).

In addition, it enhances their performance which improves their self-confidence (Chand & Katou, 2007). Therefore, as suggested by Willie et al. (2008), a good work environment is an important employee retention strategy.

Another retention strategy is the communication of mission, goals, and direction to employees. This involves having a well-defined mission and goals, briefing employees about them, allowing employees to take part in strategic planning and involving them in setting and reviewing targets. According to Pallet et al. (2003), hotels adopt this strategy because it has a positive impact on employee motivation, job satisfaction, commitment, and therefore retention. Table 24 shows that 10.47% of the hiring managers used the communication of their mission, goals and objectives as a strategy to retain employees. Explaining the rationale behind this strategy, the manager of an international chain hotel in Accra remarked:

Briefing employees on the hotels' mission and goals and encouraging their participation in strategic planning, setting and reviewing targets results in producing a disciplined work force which strives to achieve the targets set (their own targets). Such people are committed and exhibit a great degree of self confidence.

This sentiment confirms the claim by Kim et al (2005) and Cho et al. (2006) that successful hotels involve their workers in planning, setting and reviewing targets, which helps to establish high levels of loyalty, commitment and retention.

The way hotel work is designed has significant impact on employee

loyalty and retention (Willie et al., 2008). Job design relates to working in teams and groups, in shifts and for long hours, and giving incentives for working in unsocial hours. It also relates to encouraging workplace socialisation, flexible working hours, and employees having some discretion in decision making, representation on committees, and trade unionism (Earle, 2003). The study revealed that 10.33% of the respondents used the job design as a tool to retain employees. Hotels encourage team work because it helps in employee socialization which sometimes extends beyond the office to immediate family members of employees (Martin, 2004).

Empowering frontline workers is another strategy that most hotels adopt to retain employees (Klidas et al., 2007). Employee empowerment involves allowing them to take decisions on the job without reference to higher authority, encouraging them to 'bend the rules' to please customers, and rewarding them for taking good decisions (Wilkins & Tracey, 2000). The rationale behind employee empowerment includes pleasing customers in order to get repeat visit, positive word-of-mouth advertisement and increase in sales. Other reasons for empowerment include resolving complaints, dealing with service breakdowns, dealing with difficult customers, and other issues (Chand & Katou, 2007).

However, Table 24 shows that only 9.78% of the hiring managers of hotels in Accra, Kumasi and Cape Coast used employee empowerment as a strategy to retain them. This, according to a hotel manager, was because:

Most of the frontline employees are not experienced and are therefore given specific job schedules with the dos and

don'ts. They are expected to get approval for any decision outside their schedules and if they should do otherwise, they must suffer the consequences.

Therefore, the common practice suggested by Klidas et al. (2007), after studies in seven European countries that hotels use empowerment to retain honest, dedicated, hardworking, and committed employees is yet to be adopted by hotels in the study areas.

Another important strategy that hotels adopt to retain employees is recognition, salaries and wages. This strategy involves giving positive recognition for excellent work, offering competitive wages and salaries, and providing non-monetary benefits for hard work. The others are rewarding employees who exceed their targets, rewarding managers for the performance of subordinates, and providing career progression opportunities for employees (Beck & Huselid, 1999). According to Guthrie (2001), hotels use this strategy to retain employees because recognising workers and giving them competitive wages, motivate them to work hard. Similarly, incentive systems promote employee commitment which results in the attraction and retention of a superior work force (Manshor et al, 2003). Also, Walsh and Taylor (2007) suggested that hotels which provide career and professional growth opportunities to employees increase loyalty and retention (Walsh & Taylor, 2007).

However, the results show that only 8.51% of the respondents used recognition salaries, wages and enhanced conditions of service as strategies to retain employees. Explaining why hotels do not use this strategy to retain

employees, the manager of a budget hotel in Cape Coast remarked:

The seasonal nature of demand for hotel services has a significant effect on cash flow and operational profits. Hotels therefore struggle to pay staff wages and salaries and cannot use salaries and wages as a strategy to retain employees.

The finding is consistent with the claim by Davies (2001) that the seasonal nature of hotel operations makes them one of the industries with low salaries, wages, and retention rates. Similarly, Willie et al. (2008) observed that the low wages and salaries is one of the reasons why hotels in the Niagara Region of Canada have high levels of employee-turnover. They, therefore, recommended enhanced salaries, wages and recognition as a strategy to retain employees.

Another retention strategy is the communication of corporate culture to employees (Milman & Ricci, 2004). This involves briefing them on the industry's cultural issues such as how to dress, greet, and handle difficult customers. The others are how to deal with service breakdowns and general personal presentation. It also relates to sharing work-related information freely with employees and taking part in industry-related activities (Klidas et al., 2007). Communicating corporate culture helps mould employee behaviour on the job which influences service delivery and customer satisfaction. According to Becker and Huselid (1999), employee adoption of a hotel's corporate culture makes the hotels more competitive since it changes employee behaviour and makes them act consistently with the hotel's desired way of doing things. Taking part in community and

industry-related activities also ensures bonding and building networks with other industry players (Shaw et al, 1998). Therefore, employees' positive experience with hotels' corporate culture usually leads to commitment, loyalty and retention.

However, Table 24 shows that only 8.2% of the respondents used briefing employees on corporate culture as a strategy to retain them. Therefore, the best practice suggested by Milman and Ricci (2004) that hotels could use the communication of corporate culture as a strategy to retain their employees is yet to be adopted by hotels in Accra, Kumasi and Cape Coast.

The institution of well-planned performance appraisal schemes is one of the strategies that hotels use to retain employees (Delery & Doty, 1996). This involves a regular and scheduled appraisal system, basing employee salaries, wages, training and promotion on the results of appraisals and discussing the results of appraisals with employees (Carroll et al., 1999). Hotels use this strategy to retain employees because it motivates them as those with outstanding performance are given recognition by management. Again, since it is an effective way to keep track of employee contribution to service delivery, most hotels link appraisal results with incentives like wages, salaries and promotion. This results in increased loyalty and retention (Moncarz et al., 2009).

However, the results show that only 8.33% of the respondents used performance appraisals as employee retention strategy. The managers of the small hotels explained that most of their employees were casual workers who were doing remedial studies and were therefore not serious and good enough for their performance to be appraised. This confirms the claim by Ladkin and Jawuheer

(2000) that small hotels in Mauritius do not conduct regular and scheduled performance appraisal of their employees. However, the large and chain hotels conduct regular performance appraisals as evident in the remarks by the human resource manager of a chain hotel in Accra:

Performance appraisals are conducted every quarter on all employees as decisions on salaries, wages, and assessment of training needs, transfers, and promotions partly based on appraisal results. The fair appraisal system is one of the reasons why this hotel attracts and retains quality workforce.

This sentiment is in line with the observation by Lockyer and Scholarios (2004) that chain hotels use regular and transparent performance appraisal systems in salary administration, transfers, promotions which positively impact on employee retention.

Research has shown that the process of hiring and promoting employees affects retention since bad hires, bad promotions, and lack of promotion opportunities lead to high turnover (Cho et al., 2006). The hiring and promotion issues examined by the current study included filling vacancies internally, basing promotions on merit, not loyalty, placing no limits on employee promotion, and employees providing inputs in the hiring and promotion process. Hotels institute effective hiring and promotion schemes as a strategy to retain employees because studies have revealed that success in today's competitive environment depends on hiring people who possess better skills and capabilities than competitors (Huselid,

1995; Milman, 2005). Once hired, promotions must be regular, scheduled, and based on merit. Hotel policies regarding employee hiring and promotions are among the top reasons why people join, stay or leave (Cafaro, 2001).

Table 24 shows that 8.24% of the hiring managers used the process of hiring and promoting employees as a strategy for retention. Throwing more light on why hotels do not use the hiring and promotion as a strategy to retain employees, the manager of a large hotel remarked:

Hotels do not usually attract many people especially the highly qualified candidates. Therefore when vacancies occur, the managers struggle but manage to fill them. Sadly, most of the young people employed use the hotels as stepping stones for better employment opportunities making it quite difficult to use the hiring and promotion process as strategies for employee retention.

This sentiment is inconsistent with the practise in other countries. For example, Becker and Huselid (1999) concluded that most hotels in the Florida state of the United States of America engage in strict selective hiring of employees which ensures that the most qualified people are engaged. Similarly, studies by Maxwell and Lyle (2002) observed that since many people are attracted and apply to work in the Hilton hotel group, the hiring and promotions processes are based on merit which impacts positively on employee loyalty, commitment and retention.

Another important strategy that hotels use to retain employees is realistic job preview (Lee-Ross, 2000). According to Raub and Streit (2006), this involves

giving applicants job-related information that is honest, open and 'realistic' in order to ensure that when employed, the candidate will not have a 'shock' when he discovers the real nature of the job. It also means that the information should be truthful pointing out the benefits and challenges of work and the position. Also, members of interview panels should be briefed on the nature of hotel work.

However, Table 24 shows that only 6.68% of the respondents used realistic job preview as a strategy for employee retention. Explaining the rationale behind this, the manager of a budget hotel remarked:

New employees are usually briefed on the benefits of hardwork and deligence. The challenges are not stressed since it could scare hardworking young applicants. Such people are therefore lured with the benefits of work and when employed, management gradually prepares their minds for the challenges.

The finding confirms the work of Ellis and Pizam (1998) that first time applicants in the hotel industry are usually not given details about the problems and challenges likely to confront them in the work. They are rather made to believe that the job involves rubbing shoulders with the rich and famous etc. When they start work and come face-to-face with the challenges, such as being on their feet throughout the shift, working for long and sometimes unholy hours, etc., they become disappointed and resign. This finding again confirms the claim by Raub and Streit (2006) that most people who help in the employee hiring process

(especially through employment agencies) do not have much idea about the nature of the hotel work so they usually select the wrong people who leave the job after a short time, resulting in high turnover rates.

Table 24 also shows that the hotels used a combination of strategies to retain their employees. The combination of strategies to retain employees is consistent with the practice in other regions of the world. For example, Milman and Ricci (2004) found out that hotels in the USA use a combination of methods to retain employees. Similar observations were made by Lockyer and Schorialis (2004) in Scotland, and Willie et al. (2008) in Canada.

The most popular combinations were employee training, work environment, job design, and the communication of corporate culture, mission, goals and objectives to employee. This is in line with the claim by Moncarz et al (2009) that training, work environment and job design were the most popular employee retention strategies.

Employee retention strategies and hotel profiles

The characteristics of hotels (size, quality rating, affiliation and location) have been found to influence the strategies that may be introduced to retain employees (Carroll et al., 1999; Nolan, 2002; Magd, 2003; Moncarz et al., 2009). For example, Martin (2004) found that the town or city in which a hotel is located (city location) influences the strategies adopted for employee retention. Whilst hotels in urban locations have access to a large labour market including the employees of competitors who could be poached, those in semi-urban and rural

locations do not have such access. Similarly, Nolan (2002) observed that large hotels usually have the resources to institute many strategies to retain employees whilst small hotels do not usually have access to resources. Studies by other researchers established some association between the hotel profiles and the strategies that are adopted to retain employees. These include Moncarz et al. (2009); Klidas et al. (2008).

As a result, this section examined the association between the various hotel profiles and the strategies introduced to retain employees. The aim was to find out if any significant relationship existed between them the hotel types and the employee retention strategies. The dependent variables used in the analysis were the various employee retention strategies (Table 24) whilst the independent variables were the various hotel profiles including the size (based on number of employees), size (based on number of rooms), quality rating, affiliation and the city in which a hotel is located.

The Chi-square statistic was employed to determine whether significant association existed between the two variables. The existence of significant association was determined by comparing the p-values with the significant level set (0.05). The interpretation is that a p-value of less than 0.05 is an indication that a significant relationship exists. The analysis was also used to test the plausibility of research hypotheses 5 and 6. Table 25 presents the results of the analysis.

The test showed that some significant association existed between the size of a hotel (based on number of employees) and the use of the various retention strategies. Table 25 suggests that, out of the respondents who used the various

Employee retention strategies												
Hotel Type	Mission and goals %	Corporate culture %	Work environment %	Job design %	Employ. Training %	Hires promotion %	Employee Rewards %	Performance appraisal %	Realistic job prev. %	Employee empowerment %	X ² (p-value)	
Size (Employ.)												
Large	23.1	21.3	9.3	21.7	9.4	20.5	26.5	26.1	16.8	26.4	52.78	
Medium	21.8	16.9	22.8	15.2	26.4	23.1	21.7	34.8	42.9	13.9	(0.000*)	
Small	55.1	61.8	67.8	63.0	64.2	56.4	51.8	39.1	40.3	59.7		
Size (Rooms)												
Large	10.3	9.0	11.1	12.0	10.2	7.7	10.8	10.1	9.2	9.7	0.186	
Medium	17.9	18.0	17.0	16.3	18.1	20.5	16.9	17.4	16.8	16.7	(0.911)	
Small	71.8	73.0	72.0	71.1	71.7	71.8	72.3	72.5	73.9	73.6		
Quality rating												
Star Rated	51.3	41.6	35.3	52.2	37.4	53.8	59.0	62.3	61.3	47.2	28.63	
G. House	10.3	23.6	16.3	10.9	14.2	10.3	12.0	18.8	19.3	9.7	(0.000*)	
Budget	38.5	34.8	48.4	37.0	48.4	35.9	28.9	18.8	19.3	43.1		
Affiliation stat.												
Chain	14.1	11.2	4.5	9.8	4.7	12.8	10.8	7.2	6.7	9.7	13.66	
Independent	85.5	88.8	95.5	90.2	95.3	87.2	89.2	92.8	93.3	90.3	(0.000*)	
City (location)												
Accra	50.0	48.3	61.6	56.5	58.7	53.8	48.2	66.7	52.9	37.5	92.52	
Kumasi	16.7	18.0	28.0	12.0	29.9	38.5	15.7	8.7	25.2	22.2	(0.000*)	
Cape Coast	33.3	33.7	10.4	31.5	11.4	7.7	36.1	24.6	21.8	40.3		

* significant at an alpha of 0.05

Source: Fieldwork 2010

employee strategies, majority were from small hotels. These include those who used the work environment (about 68%), employee training (64.2%), job design (63%) and communication of corporate culture. The trend continued with regard to the use of other strategies. Therefore as suggested by Nolan (2002), the size of a hotel influences the adoption of strategies to retain employees.

Similarly, some significant association was established between the quality grading of hotels and the adoption of the various strategies to retain employees. Table 25 shows that majority of the respondents who used the various employee retention strategies were from star-rated hotels. The strategies included the process of hiring and promotion, employee rewards and recognition and performance appraisal. Thus the grade of a hotel has some relationship with adoption of strategies to retain employees confirming the claim by Callan and Fearon (1997) and Kim et al. (2005) that the grade of a hotel has some relationship with the strategies instituted to retain employees. According to Callan and Fearon (1997), luxury hotels have a relatively large staff to guest ratio and rely on the experience and expertise of employees to provide quality services to customers. Therefore, such hotels usually introduce various strategies to retain employees since it will be difficult to replace such experienced people. On the other hand, guest houses and budget hotels have low staff to guest ratio and are not too much bothered about employees leaving since replacement is quite easy.

Based on the conceptual framework and the literature on strategies that hotels adopt to retain employees, the following hypotheses were tested and the results are summarised below:

- **Ho: Rejected:** There is no significant relationship between the quality rating of hotels and the strategies adopted to retain employees.

The test, however, showed that some significant association existed between the affiliation status of hotels and the adoption of employee retention strategies. Table 25 suggests that, out of the respondents who used the various strategies to retain employees, majority were from independent hotels. For example, out of the respondents who used communication of corporate culture to employees as retention strategy, about 89% were independent hotels whilst 11% were from chain hotels. Also, out of the respondents who used the work environment to retain employees, 95.5% were independent hotels and 4.5% chain hotels. Again, out of the respondents who used employee empowerment as retention strategy, 90% were independent hotels and about 10% chain hotels. Therefore, the affiliation of hotels influences strategies adopted to retain employees.

Similarly, Table 26 shows some significant association between the city in which the hotel is located (site location) and the adoption of employee retention strategies. Table 25 suggests that most of respondents who adopted the employee retention strategies were located in Accra compared to those from hotels located in Kumasi, and Cape Coast. For example, out of the hiring managers who used their work environment as employee retention strategy, about 62% were from hotels located in Accra, 28% from hotels located in Kumasi, and 10% from hotels located in Cape Coast. Also, out of the respondents who used performance appraisal as a strategy to retain employees, about 68% were from hotels located in

Accra, about 9% from hotels in Kumasi, and about 25% from hotels located in Cape Coast. Again, out of the respondents who used realistic job preview, about 53% were from hotels located in Accra, 25% were from hotels located in Kumasi and about 22% from hotels located in Cape Coast. However, out of the respondents who adopted employee empowerment, 40.3% were from hotels located in Cape Coast and about 38% were from hotels in Accra and 22% in Kumasi. The findings confirm the observation by Jones (2002), Martin (2004) and Willie et al (2008) that the city in which a hotel is located (city location) of hotels has a significant influence on the way management treats employees, including retention strategies. Based on the conceptual framework and literature on strategies to retain hotel employees, the following hypothesis was tested and the results are summarised below:

- **Ho: Rejected:** The city in which a hotel is located has no significant influence on the strategies adopted to retain employees.

Summary

This chapter has provided insights into the various strategies that hotels in Accra, Kumasi and Cape Coast adopted to retain their employees. It commenced with the presentation and discussion of the results of the fieldwork after which the strategies were analysed against the various hotel types. The research hypotheses 5 and 6 were tested.

The chi-square tests did not support research hypothesis 5; that 'There is some significant relationship between the quality rating of hotels and the strategies adopted to retain employees'. Similarly, the chi-square tests did not

support research hypothesis 6; therefore 'The city in which a hotel is located has some influence on the strategies adopted to retain employees'. The next chapter presents a summary of findings, recommendations, limitations of study as well as the contributions that this study has made to general knowledge.

CHAPTER TEN

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The purpose of this study was to examine how human resources were recruited, selected and retained for hotel operations in Accra, Kumasi and Cape Coast. As a service sector industry whose operations require contact between workers and customers, employee performance is crucial for hotel work. Effective strategies therefore ought to be devised by hotels to employ and retain good people for the comfort of tourists. This study aimed at examining the mode of employee resourcing and retention by hotels in the study areas.

Specifically, the study aimed at:

1. Identifying the human resource qualities that hotels require for their operations,
2. Assessing the sources from which hotels recruited their human resources,
3. Examining the methods used to select employees,
4. Examining how diversity and nepotism influenced employee selection decisions, and
5. Assessing the strategies that hotels had instituted to retain employees.

The study was guided by a modified version of Grobler et al. (2006) Human Resource Recruitment, Selection, and Retention model. In order to

achieve the stated objectives, data relating to the human resource qualities required for hotel operations, recruitment, selection, and retention of human resources were collected from the hiring managers of selected hotels in Accra, Kumasi and Cape Coast-Elmina between January and March 2010. Two types of data were used in the study. These were obtained through in-depth interview and the administration of questionnaire (survey) to the hiring managers. A multi-stage sampling procedure was used for the selection of subjects for the survey. The first stage involved the proportional allocation of the sample size among the three cities. The second stage involved purposive sampling techniques to ensure that each grade of hotel had the chance of being represented. The third stage used random sampling technique to select the required number for each quality rating in the various locations. Using these methods, a total of 360 respondents were selected with the following representations: Accra 216 hotels, Kumasi 110 hotels and Cape Coast-Elmina 34 hotels. The subjects for the in-depth interviews were purposively selected. This resulted in selecting 10 hiring managers (5 from Accra, 3 from Kumasi and two from Cape Coast-Elmina).

Data from the in-depth interview was analysed using the N6 qualitative data analysis software. This involved using percentages, bar graphs and pie charts to describe the individual characteristics of respondents and types of hotels, sources of employee recruitment and methods of selection. A codebook was purposely designed to assist in this process. Following the initial frequency counts, some variables were re-ordered and recoded to get the appropriate and necessary categories.

(2010) observed, the credibility of any management concept depends on how it is infused into real world situations. These human resource management concepts are credible since the hiring managers understood them and applied them in the performance of their duties. The other findings of study are summarised under the various research objectives as follows:

Human resource qualities required for hotel operations

One of the specific objectives of the study was to identify the human resource qualities that hotels required for their operations. Data was collected on the importance that hotels attached to forty-nine employee qualities under three headings (functional job skills, character traits and background and experience).

The functional job skills considered to be very important for hotel operations included oral communication skills which 98.2% of the 317 respondents viewed as important, written communication skills (98%), stamina for long hours (94%) and listening skills (93%). However, computer skills (15.4%), ability to speak more than one international language (26.4%) and mental fitness (28.3%) were least considered important for hotel work.

The character traits considered important for hotel work included ability to work in teams (96%), self confidence (95%), reliability (94%), intellectual ability (94%) and commitment (93%). However, emotional maturity (30.9%), honesty and integrity (33.4%) and decision making skills (36.6%) were considered not crucial for hotel work. The background and experience attributes were found to be critical for hotel operations were medical fitness (96%),

grooming and professional image (92%), and academic qualification (89%). The following were, however, not much sought for by hotels - membership of clubs (4.7%), interest in extra curricula activities (6.7%) and recommendation from school or college attended (8.9%).

Among the patterns observed were that hotels of all types (size, quality, affiliation and location) sought employees with communication skills (written and oral). Also, the managers of all hotels regarded friendliness, enthusiasm, and positive attitude as important for their operations. With regards to the city in which the hotel is located the pattern was that the managers of hotels in all the three cities regarded medical fitness and commitment as important.

Among the differences that emerged were that the managers of star-rated hotels placed high premiums on hotel experience and cost control skills whilst those of the guest houses regarded friendliness as important for their operations. Again, hotels in Accra regarded intellectual ability as crucial whilst those in Cape Coast considered adaptability to change, hotel experience, honesty and integrity as important for hotel work. On the other hand, the managers of hotels located in Kumasi regarded friendliness and cost control skills as important.

Sources of recruiting human resources

Another specific objective of the study was to find out the sources from which hotels in Accra, Kumasi and Cape Coast recruited their employees. The hotels recruited employees from 16 sources (four formal and 12 informal). The most popular sources of recruitment was walk-in which was used by 91.5% of

characteristics (size, star rating, affiliation and location) used a combination of methods (both traditional and non-traditional) to select their human resources. The most popular combination was what the study found to be the 'super trio' comprising interviews, application forms and personal presentation of applicants. Among the differences were whilst large hotels used work sample, reference checks and aptitude tests to compliment the three popular methods whilst small hotels used only the traditional methods. Also the star rated hotels made extensive use of three non-traditional methods (medical fitness and telephone conversation) compared to the budget hotels and guests houses.

The influence of diversity and nepotism on employee selection

Another specific objective of the study was to examine how the selection of employees for hotel work was influenced by nepotism and the need for a diverse work force. The hiring managers' preference for job applicants who had 17 characteristics similar to theirs were examined under four headings: personal characteristics, place of origin, relationships and political associates.

Among the patterns and trends that emerged from the study were that the hiring managers of hotels of all categories had preference for job applicants who had similar personal characteristics. However, few of the respondents had preference based on the political affiliation of job applicants. Similarly, most of the hiring managers did not give preference to people with disability. Religious beliefs was an important issue as most hiring managers gave preference to people of the same faith in taking employee selection decisions.

Among the differences that emerged were that the preference for job candidates had some relationship with the size of hotels. Thus, whilst the majority of the hiring managers of small hotels indicated their preference for job candidates based on their age, marital status, and sex, very few of their counterparts in large hotels indicated such preferences. Also, the hiring managers of the budget hotels had preference for job candidates based on their personal characteristics whilst those of star-rated hotels did not have such preferences. On the three cities, the pattern was that the managers of hotels in Kumasi preferred job candidates who had the same age, marital status and sex as theirs. Those of hotels located in Accra had preferences for people who came from their regions and districts, but not hometowns.

Another issue that emerged from the study was that of stereotyping where some hiring managers had different perceptions about job applicants who came from particular regions generally and some ethnic groups in particular. Such perceptions tended to influence their preference. On the positive side the managers in Kumasi preferred people from the northern part of the country, especially the Brong Ahafo Region who were generally perceived as honest, hardworking and therefore reliable. However, some people were perceived as dishonest and dangerous and could use 'juju' to take over the hotels.

Strategies to retain employees

The last specific objective of the study was to identify the strategies that hotels in Accra, Kumasi and Cape Coast had instituted to retain their human

resources. The study identified ten employee retention strategies. The most popular strategy was training adopted by 17.4% of the hotels. Others were a good work environment (14.5%), informing the employees about the mission, goals and direction of hotels (10.47%) and the work design (10.3%). The least popular strategies included realistic job preview (7%), the process of hiring and promotion (8.24%) and performance appraisal (8.33%).

Among the trends and patterns that emerged from the study was that, all the hotels had instituted some strategies to retain their employees. With regard to the three cities the study found that hotels in Accra had instituted more strategies to retain employees compared to their counterparts in Kumasi and Cape Coast. However, those in Cape Coast used employee empowerment and communication of corporate culture whilst those in Kumasi used juicy opportunities for promotion as strategy to retain employees.

Conclusions

The following conclusions were drawn on how hotels in Accra, Kumasi and Cape Coast recruit, select and retain their human resources for operations. They are discussed under the five main research objectives.

On research objective 1 which sought to identify the human resource qualities required for hotel operations, it was concluded that the most popular set of employee attributes were grooming and professional image, medical fitness, reliability, general intelligence, commitment, communication and decision-making skills. According to Walker and Lundberg (2006), medical fitness is an

important issue for hotel work especially for employees who have some degree of customer contact as well those who work in the food and beverage departments. Similarly, Gruber et al (2009) observed that communications skills (oral, written and listening) are important for hotel operations since it requires a lot of interaction between customers and employees (Gruber et al, 2009).

However, some employee qualities that are universally accepted as crucial for hotel operations were not given much premium by the respondents. These included conscientiousness which is needed to host high profile business customers (Moy & Lam, 2004) and computer skills needed by hotels to make reservations (Collins, 2007).

The ANOVA test of relationships also showed no significant relationship between the size of hotels and the human resource quality requirements. This finding which supported research hypothesis 1 is, however, inconsistent with the claim by Nolan (2002) that the size of hotels influences the human resource qualities required for operations.

With regards to objective 2 which sought to determine the sources from which hotels in the study areas recruited their human resources, it was concluded that the hotels in Accra, Kumasi and Cape Coast recruited their employees from 16 sources with the most popular being walk-in, reference to a network of contacts. However, only about 8% of the respondents recruited their employees from educational institutions. This is inconsistent with the practise in many countries where educational institutions serve as the main source of recruitment. These include Spain, (Agut et al. 2003), Barbados (Alleyne et al., 2007), and

Japan Hooi (2008)

It was also concluded that hotels in the study areas used a combination of sources. The most popular combinations were walk-ins, referrals from a network of contacts and former applicants. The findings are in line with the practice in other developing countries such as Egypt in North Africa where Kattara (2005) reported that hotels recruit their employees from multiple sources with the most popular combination being walk-ins, referrals from a network of contacts. Other countries are Mauritius (Ladkin & Juwaheer, 2000) and Nigeria (Ogbanna, 1992).

On objective 3 which examined the methods used to select human resources for hotel operations, it was concluded that hotels in the study areas used 19 methods with most popular being interviews, application forms, the personal presentation of applicants, passing an aptitude test and telephone manners. The popularity of aptitude test and telephone manners in employee selection is in line with modern hotel management practices. For example, Walker and Lundberg (2006) observed that good telephone manners are crucial for hotel operations, especially for frontline employees communicating with customers who make telephone calls to make enquiries and reservations.

Another conclusion was that hotels in the study areas used a combination of methods with the most frequently-used combination being interviews, application forms and the personal presentation of the applicants. This conclusion is, however, inconsistent with the practice in the developed countries. For example, Nickson et al. (2005) found out that the most popular methods of selection were what he referred to as the 'classic trio' application forms,

interviews and CVs. In Scotland, studies by Lockyer and Scholarios (2004) revealed what is referred to as the 'traditional trio' of application forms, interviews and CVs. The study has therefore established the 'super trio' which are used extensively by hotels in Ghana. These are application forms, interviews and personal presentation of applicants.

With regards to research objective 4 which sought to examine how diversity and preferential treatment influenced the selection decisions of hiring managers of hotels in the study areas, the following conclusions were made. One-third (33%) of the hiring managers had preference for employees based on their personal characteristics whilst a quarter (25%) had preference for people who came from their place of origin. Also 41% had preference for people who had some relationships with them whilst only 0.08% had preference for politicians.

The research objective 5 assessed the strategies that hotels had adopted to retain employees, the following conclusions were made. A total of 10 strategies had been introduced by the hotels. The most popular strategy that had been instituted by hotels to retain their employees was employee training which is said to build loyalty, commitment and therefore retention Buck (2006). The other strategies were providing good work environment, and job design. The findings are however, inconsistent with best practice. For example, Klidas et al (2007) found out that employee empowerment is the one of the most popular employee retention strategies. This is because it enables employees to quickly resolve customer problems such as service breakdowns.

The chi-square test showed that some significant association existed

between the various hotel types and the employee retention strategies. Therefore, the quality rating of hotels had no influence on the adoption of strategies to retain employees. The test did not support research hypothesis 5. Similarly, some significant association was established between the city in which a hotel is located and the adoption of the employee retention strategies. The test did not therefore, support research hypothesis 6. It is however, consistent with the suggestion by Jones (2002) and Willie et al (2008) that the location of hotels has some significant bearing on the strategies that management adopt to retain employees.

It is finally concluded that hotels devise effective strategies to recruit, select and retain their human resources. This will ensure that employees with the requisite skills, attitude and temperament are engaged to deliver quality services. Therefore, as shown in the conceptual framework (Figure 5), hotels need to plan for their human resources in order to engage the required quantity and quality of people. In addition, jobs ought to be analysed to point out the nature of tasks and the employee qualities needed to perform them. The hotel then looks for people with those qualities and attracts them to apply. The applications received are sorted; employees selected and placed whilst addressing diversity and nepotism. Effective strategies are also introduced to ensure employee retention.

Contribution to knowledge

With specific reference to doctoral research, it has been argued by Philips and Pugh (1994:34 cited in Amuquandoh, 2007) that an original contribution to knowledge is a very shaded term; it does not mean an enormous breakthrough

which has the subject rocking on its foundation. Rather it demonstrates that you have a good grasp of how research is normally done in your area. To clarify the issues, Silverman (2000:70-71 cited in Amuquandoh, 2007) asserts that contribution to knowledge could be demonstrated in four areas, namely developing a concept or a methodology, thinking critically about your approach, building on an existing study, and being prepared to change direction. Consequently, the study's contributions to knowledge included:

The study has contributed to the expansion of the knowledge base on employee resourcing in the hotel industry in Africa. Apart from studies conducted by Ogbanna (1992) in Nigeria, Boadi (2000) in Accra, Ghana, Ladkin and Juwaheer (2000) in Mauritius, Kattara (2005) in Egypt, and Saffu et al (2008) in Ghana, most of the studies relating to this theme have focused on hotels in developed countries, especially the USA, UK, Australia, and Canada. Hence, the execution of this research has expanded the knowledge base on the recruitment, selection and retention of human resources for hotel operations.

In the context of developing concepts and models, the study made a contribution by improving upon the human resource recruitment, selection and retention process model developed by Grobler et al (2006). The model, in its original form, can be said to suffer from omitted variable bias, as it excludes essential variables like diversity, nepotism and strategies to retain employees which are essential in the hotel sector in most developing countries. McCool and Martin (1994) cautioned that care needs to be taken when constructing models such that all relevant variables are taken into account in order to avoid committing

omitted variable bias. This issue was addressed in the present study by including how the personal characteristics, relationships and political affiliation affect employee selection. Also included in the model is how the work environment and mode of promotion among others improve employee retention thereby making it more comprehensive.

The research was able to build on existing studies such as Ogbanna (1992) Emenheiser et al. (1998), Boadi (2000), Emenheiser et al (1998), Manshor et al. (2003), Agut et al. (2003), Lockyer and Scholarios (2004), Saffu et al. (2008), and Moncarz et al. (2009). These studies emphasized the relevance of the concepts of job analysis (job description and job specification), recruitment, selection, diversity and nepotism management as well as retention strategies in human resource management. The study has reinforced the views of these researchers on the relevance of these concepts and variables in employee resourcing and retention in hotels in Accra, Kumasi and Cape Coast.

Finally, it has expanded on the existing knowledge relating to the recruitment, selection and retention of human resources for the hospitality industry in general and hotel operations in particular. The study examined how selected hotels in Accra, Kumasi and Cape Coast employ and retain their workers. As at the time of the study, the tourism industry was growing in Ghana with the hotel sector bracing itself to ensure the comfort of tourists by providing accommodation, meals and other services. With the right human resources, hotels will be able to contribute their quota for the success of tourism in Ghana.

Contribution to practice

One of the essential values of research is how it contributes to societal growth and prosperity. Among the contributions of this research to practice are:

Firstly, the study has unearthed the steps which hotels could follow to obtain and retain the right human resources for their operations. Since hotel work requires a lot of employee contact with customers, it is important to have the right workers to deliver to the services. However, hotels find it difficult to obtain good employees since hotel work is associated with sex, alcoholism and other vices. Therefore, as suggested by this research, hotels need to plan for their employees in order to get the right quantity and quality of workers required for operations. The study has also emphasised the need for hotels to do job analysis to find out the employee qualities needed before recruitment and selection. More importantly, the study has emphasised the need to introduce strategies to retain the employees selected so that hotels could maintain the right calibre of people to deliver services to customer satisfaction.

Secondly, the study has provided baseline data for future longitudinal and comparative analyses of the human resource qualities for hotel operations, procedure for the recruitment, selection and retention of employees. Since these qualities as well as the procedure for employee resourcing and retention vary with different types of hotels, it will be necessary to monitor the changing needs for these qualities with time and compare them alongside the increasing number of hotels and changes in the skill levels of Ghanaians. To be able to do fair comparison and predict the future needs, some baseline data is needed. This study has provided the baseline data which could be used for future longitudinal

analysis.

The study has also yielded scientific data that can form the basis of engaging human resources for hotel operations in particular and the wider hospitality industry in general. Issues relating to employee qualities, how diversity and preferential treatment influence selection decisions in a multi-ethnic society and what strategies could be introduced to retain employees could be a useful guide to planners and managers of the hospitality and tourism industry.

Recommendations

After a detailed examination of the thesis findings and its implications, the following measures which will help to attract and retain quality human resources for hotel work are proposed:

Need to define human resource profile for hotel work

Given that hotel operations require constant interaction between the employees and customers with employee performance at the point of delivery crucial for the hospitality experience of clients, it is important to engage the right human resources. Therefore, the qualities that are essential for successful hotel work need be defined and training schemes instituted to produce people who have these qualities for the hotel industry.

Also, since hotels of different sizes, grades, affiliation and location require employees with different profiles, it is important to train people for specific hotel types. For example, whilst small and budget hotels require people who are multi-

skilled and can work with little or no supervision, large and chain hotels usually require people with specialist knowledge who can work in teams.

Sources of recruiting human resources for hotel work

Generally, hotels find it difficult to attract quality human resources partly due to the perceived lack of career growth, bad working conditions and the association of hotel work with sex and alcoholism. It is therefore important that effective strategies are adopted to attract good employees. This could be through improving the physical work environment, enhanced salaries and other conditions of service, etc.

Similarly, since the hiring managers of hotels in all regions of the world rely on their network of contacts to get good workers, it is recommended that hotel managers in Ghana socialise with their colleagues to collaborate on this issue. Hotels should also have a list of unsuccessful applicants who can be contacted when the need arises.

Educational institutions are an important source of recruitment in many countries and hotels could establish contacts with the career and counselling offices to get access to brilliant and hardworking students. Also, hotels could either organise or take part in career fairs on the campuses of educational institutions in order to reach graduating students. Hotels could also allow students to do attachments and practical training so that on graduation, they could consider those hotels as places to work.

Selection of human resources for hotel work

Although it is important to attract many people to apply, not everybody can face the challenges of hotel work. It is therefore important to select the right human resources even from the few people who may be attracted and therefore apply to work in hotels. Employee selection is very crucial in hotel operations because of the problems of validity, reliability and subjectivity. It is therefore important to use methods that will produce good employees.

Such methods include conducting aptitude tests and selecting young and intelligent people who will be able to analyse sales and occupancy figures and can also work for many years. Other methods are assessing the telephone manners of frontline employees, personal presentation of applicants, medical examination, and making them perform work samples.

Addressing diversity and preferential treatment in employee selection

Hotel customers come from diverse backgrounds and it is important that all sections of society are employed. A diverse work force has a better image among the general public whilst creating a productive atmosphere where talents are fully utilised. The employee selection process ought to ensure that, as much as practicable, a hotel's workforce comes from diverse backgrounds. It should also not favour or discriminate against a section of the society. This could be done by hotels going beyond their regions to recruit and select employees.

It is equally important that the employee selection process does not exclude a particular group of people based on their characteristics (sex, ethnic,

religious, marital status, physical abilities, academic qualification, etc.). Such exclusion which may be related to past perceptions creates conflict leading to antagonism and less interaction among the hotel employees.

Strategies to retain human resources

Since a lot of resources, (time, money, etc.) are spent in staffing hotels, appropriate strategies should be instituted to retain them. This is because good clients could follow hardworking employees who resign to their new workplace. Hotels which adopt practices to retain employees have been found to be good performers. The most important retention strategies include the need to improve the general work environment of hotels. This relates to a clean, safe and attractive work stations. It also involves giving employees the basic working tools and equipment for work and providing first aid facilities for workers.

Also, it is important to provide competitive and attractive salaries, wages and other incentives to help retain people in the hotel business. Other measures which could help in employee retention include providing honest, accurate and realistic information to job applicants. Where falsehood is used to entice people to work in hotels, the employees are likely to be disillusioned and will resign when they discover the truth.

Empowering frontline employees is also an effective strategy that could be used to retain employees. This will boost their confidence and make them feel that their efforts are valued by management. Similarly, instituting employee training schemes could also be introduced to retain employees. Training could be

general, specific departmental, and encouraging experienced worker to transfer tacit knowledge to less experienced people.

Recommendations for research

According to Shillinglaw and Thomas (1998), research is conducted so that, among other things, new problems are discovered. Subsequently, the study has identified the following avenues for further exploration in order to obtain and retain the right human resources for hotel operations in Ghana.

It is recommended that a comprehensive study be conducted on the effect of stereotyping on employee selection. Stereotyping involves basing employee selection decisions on issues other than merit. Such issues could be the positive or negative perceptions about certain groups. This perception could, for example, be on a person's age, marital status, sex, disability, place of origin, district, family relationships, schools attended, tribe, political, religious, etc. Basing employee selection decisions on perceptions about a certain group has the tendency of excluding some groups of people from employment. Since hotel clients come from different backgrounds, it is better to have diverse employees. However, this thesis has found out that preferences for people are usually based on the personal and other characteristics of job applicants. It is therefore necessary for some studies to be conducted on the effect of stereotyping on the hotel business in Ghana.

Studies conducted in other regions of the world have established that the campuses of educational institutions are good sources of recruiting hotel

employees. This involves hotels having linkages with those institutions which allow them to hold job fairs on campus, allowing students to do practical attachment in the course of their studies which usually results in the students being employed by the hotels after graduation among others. However, this thesis has found out that the campuses of the schools and colleges were not popular sources of employee recruitment. It is therefore important to explore the use of university campuses for the recruitment of hotel employees.

It is also important that further studies be conducted on the effects of employee retention strategies on turnover rates in hotels. This thesis has found that the hotels in the study areas have introduced many strategies to retain their human resources. However, it did not assess the effectiveness of these strategies on turnover. It is therefore recommended that further studies be made on how effective the various retention strategies are.

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APPENDIX 1

QUESTIONNAIRE FOR HOTEL HIRING MANAGERS

**DEPARTMENT OF HOSPITALITY AND TOURISM MANAGEMENT
UNIVERSITY OF CAPE COAST**

**SURVEY OF THE RECRUITMENT, SELECTION AND
RETENTION OF EMPLOYEES IN HOTELS (A STUDY OF
ACCRA, KUMASI AND CAPE COAST) NOVEMBER, 2009**

This survey is for a PhD Thesis and is being conducted by the Department of Hospitality and Tourism Management of the University of Cape Coast. The study is based on a selected sample, so your participation is critical.

The results of this study will enhance employee resourcing in hotels in Ghana. This it is hoped, will positively impact the delivery of hotel services thus promoting the tourism industry.

The questionnaire is anonymous and all responses will be treated with utmost confidence. Thank you for your help.

STRUCTURE OF QUESTIONNAIRE		
01	MODULE 1	GENERAL ISSUES
02	MODULE 2	QUALITIES DESIRED IN APPLICANTS
03	MODULE 3	SOURCES FROM WHICH HOTELS RECRUIT APPLICANTS
04	MODULE 4	METHODS USED TO SELECT APPLICANTS
05	MODULE 5	MANAGER'S PREFERENCE FOR APPLICANTS WITH SAME DEMOGRAPHIC CHARACTERISTICS
06	MODULE 6	EMPLOYEE RETENTION INITIATIVES
07	MODULE 7	COMPANY PROFILE
08	MODULE 8	GENERAL CHARACTERISTICS OF RESPONDENTS

MODULE 1: GENERAL ISSUES

Grade of hotel

Location of hotel.....

1. How long have you been working in this hotel? 1. Year.....
2. Months.....
2. How often does your hotel employ workers?
3. What in your view attract people to work in your hotel? 1) Good salary
2) good working atmosphere 3) caring employees 4) the only good
facility in area 5) other reasons (specify).....
4. When does your company declare employment vacancies? 1) When an
employee resigns 2) when an employee goes on leave 3) when demand
for hotel services increases 3) when the hotel embarks on expansion 4)
others (specify)

5. Do you keep a pool of applications? 1. Yes..... 2.No.....
6. Does your hotel employ casual / part-time workers? 1 Yes.....
2.No.....
7. Does your hotel employ people who live locally? 1. Yes.....
2.No.....
8. Does your hotel consider casual / part time workers when employing full
time workers? 1 yes.... 2No.....
9. Does your hotel have a specific facility for employee medical services? 1
Yes..... 2.No.....

MODULE 2: QUALITIES DESIRED IN JOB APPLICANTS

In employing, what qualities do you usually seek from job applicants? Please indicate the extent to which the underlisted attributes and traits are important to your hotel when employing. The importance is on a scale 1-5; with 1 representing 'Extremely Unimportant', 2 representing 'Unimportant', 3 representing 'Neither Important nor Unimportant', 4 representing 'Important' and 5 'Very Unimportant'. (Please tick only one)

<u>Qualities /Attributes</u>	Extremely Unimportant 1	Unimportant 2	Neither Important nor Unimportant 3	Important 4	Very Important 5
<u>Functional Job Skills</u>					
1. Hotel experience	o				
2. Management Skills					
3. Security & Safety					
4. Physical Fitness					
5. Oral Communication					
6. Written Communication					
7. Service Orientation					
8. Mental Fitness					
9. Marketing Orientation					
10. Stamina for long hours					
Qualities / Attributes	Extremely Unimportant 1	Unimportant 2	Neither Important nor Unimportant 3	Important 4	Very Important 5
11. Cost Control Skills					

12. Ability to increase sales					
13. Organizational skills					
14. Service orientation					
15. Computer experience					
16. Listening Skills					
17. Ability to speak 2 international languages					
Character Traits					
1. Sense of humour					
2. Team Work					
3. Self Confidence					
4. Accepts Responsibility					
5. Emotional Maturity					
6. Work Under Pressure?					
7. interpersonal Skills					
8. Honesty & Integrity					
9. Decision-making skills					
10. Friendliness					
11. Adaptability to Change					
12. Enthusiasm					
13. Positive Attitude					
14. Initiative					
15. Reliability					
16. Intellectual Ability					
17. Commitment					
Background & Experience					
1. Well-planned CV					
2. Stability in past job					

3. Academic Qualification					
4. Professional Qualification					
5. Membership of Clubs					
6. Extra Curricula					
7 Preparation for Interview					
8 Willingness to Relocate					
9 Career Commitment					
10 Medical Fitness					
11 Aptitude Test					
12 Recommendation from School / College					
	Extremely Unimportant 1	Unimportant 2	Neither Important nor Unimportant 3	Important 4	Very Important 5
13 Recommendation from Past Employer					
14 Recommendation from Current Employees					
15 Grooming and Professional Image					

**MODULE 3: SOURCES FROM WHICH HOTELS SEEK EMPLOYEES
(RECRUITMENT SOURCES)**

Please indicate the sources from which your hotel normally recruits employees.

Sources of Employee Recruitment	Please Tick
1. Employment Agencies	
2. Newspaper Adverts	
3. Radio Adverts	
4. TV Adverts	
5. Referrals from Existing Staff	

6. Unsolicited Applications	
7. Walk-ins	
8. Referrals from Contacts	
9. Educational Institutions	
10. Internet	
11. Company Notice Board	
12. Past Employees	
13. Former Applicants	
14. Poaching	
15. Professional Journals	
16. offering permanent to casuals	

MODULE 4: METHODS OF EMPLOYEE SELECTION

In selecting hotel employees from a list of job applicants, indicate the extent to which your hotel uses the methods outlined below. The extent is measured by the scale 1-5 of how you agree with the methods listed with 1 representing that you 'Strongly Disagree', 2 representing you 'Disagree', 3 representing 'Neither Agree or Disagree', 4 representing 'Agree' and 5 representing 'Strongly Agree'. (Please tick only one).

In selecting employees from a pool of job applicants my hotel relies on:	Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
1. Interviews					
2. Test of General Ability (Aptitude)					
3. Honesty / Integrity Test					
4. Letter of Application					
5. Curriculum Vitae (CV)					
6. Drug Test					
7. Personal Presentation of Applicant					
8. Police Checks					
9. Reference Checks					
10. Medical Examination					
11. Credit Checks					
12. Previous Employment Checks					
13. School or College Report					

14. Recruiting Agency Report					
15. Job or Work Sample					
16. Peer Assessment					
17 Assessment Centre					
18. Interest Inventory					
19. Telephone Conversation					

MODULE 5: MANAGER'S PREFERENCE OF CANDIDATES WITH SAME DEMOGRAPHIC CHARACTERISTICS

In selecting employees, from a pool of job applicants, please indicate your preference for candidates who have the same demographic characteristics as yours. The preference is measured by a scale of 1-5 with 1 representing 'Very Low Preference' for a person with same characteristics as yours, 2 representing 'Low Preference', 3 representing 'indifference', 4 representing 'High Preference' and 5 representing 'Very High Preference'. (Please tick only one).

<u>Demographic Characteristics</u>	Very Preference 1	Low Preference 2	Indifferent 3	High Preference 4	Very High Preference 5
1 Gender					
2 Region of Origin					
3 District					
4 Home Town					
5 immediate Family					
6 Relatives					
7 Friends					
8 Relatives of friends					
9 Relatives of Employees					
10 People with Disability					
11 People with same religious beliefs					
12 Age					
13 Marital Status					
14 Secondary School Attended					
15 Tertiary institution					
16 Political Affiliation					
17 Relatives of politicians					

MODULE 6: EMPLOYEE RETENTION INITIATIVES (MANAGING TURNOVER)

The following seek to measure the initiatives your hotel has instituted to ensure that employees do not leave but remain to work in your hotel. The initiatives are measured by a scale of 1-5 with 1 representing 'Strongly Disagree', 2 representing 'Disagree', 3 representing 'Neither Agree nor Disagree', 4 representing 'Agree' and 5 representing 'Strongly Agree'.

<u>Retention Initiatives</u>	Strongly Disagree 1	Disagree 2	Neither Agree nor Disagree 3	Agree 4	Strongly Agree 5
<u>Hotel Mission Goals and Direction</u>					
1 This hotel has a well defined mission, goals and objectives					
2 Employees take part in strategic (long term) planning					
3 Employees are involved in setting targets					
4 Team work is part of our mission					
5 Hotel has a website where employees could view guiding principles					
6 Employees are briefed on hotel mission, goals and objectives on engagement					
7 Employees are involved in reviewing targets for individuals and teams					
<u>Corporate Culture and Communication</u>					
1 Hotel policy on honesty, fairness, etc. are communicated to employees					
2 Hotel has an open door policy which is practiced by all managers					
3 Management shares information with employees					
4 Management tolerate employee suggestions and grievances					
5 This hotel takes part in community development projects					
6 This hotel takes part in industry-related initiatives					
7 This hotel represent a caring culture for employees					
8 Employees share company information freely					
9 Employees have access to company-related information like financial, reward systems, good customers					
10 Employees are briefed on corporate culture (way of doing things, dressing, greeting etc.) on engagement					
	Strongly Disagree 1	Disagree 2	Neither Agree nor Disagree 3	Agree 4	Strongly Agree 5
<u>Work Environment and Job Design</u>					

1 This hotel creates a fun work environment					
2 This hotel as a policy allows employees discretion in decision-making					
3 New employees are briefed on the need to work in shifts (morning, afternoon, night)					
4 New employees are briefed on the need to work long hours, be on their feet etc					
5. Employees have the necessary tools and equipment they require for their job					
6 Employees work in a safe environment					
7 This hotel has first aid facilities					
8 This hotel supports employees who get injured when on duty financially					
9 Management grant the requests for transfer from employees					
10 Employees are free to belong to trade unions					
11 Employees are represented on committees					
Hires and Promotions					
1 This hotel fills vacancies from within					
2 Adverts are posted internally before external candidates are considered					
3 Hiring, transferring and promotions of employees are based on merit not loyalty					
4 Job candidates are tested on job skill requirements					
5 This hotel conducts drug test on job applicants					
6 Employees are tested before hiring					
7 There is no limit on level of employee promotion					
8 Employees provide inputs when hiring new team members					
9 Employees provide input on promotion of team members					
10 There is no age limit for new employees					
11 Hotel has relationship with educational institutions for supply of employees					
12 Hotel allows students to do practical training					
Customer Centeredness					
1 This hotel has customer-quality assurance goals which are communicated to workers					
2 Individual employees are rewarded for meeting customer quality assurance goals					
	Strongly Disagree 1	Disagree 2	Neither Agree nor Disagree 3	Agree 4	Strongly Agree 5
3 Teams are rewarded for meeting customer quality assurance goals					
4 This hotels rewards employees highly commended by customers					

Training					
1 This hotel conducts general employee training across board					
2 This hotel conducts periodic training for teams / departments					
3 New employees are given induction					
4 The induction programme covers all departments of the hotel					
5 Employees are trained how to handle customers from different backgrounds					
6 This hotel has mentoring programs for employees					
7 Employees are trained on how to manage customer complaints					
8 Employee training is based on individual needs and peculiar circumstances					
9 Experienced workers are encouraged to transfer knowledge and skills to others					
Employee Recognition, Rewards and Compensation					
1 Employees are recognized for meeting individual goals and objectives					
2 Employees are given positive recognition for high quality work					
3 Managers are rewarded for the performance of subordinates					
4 Employee wages and salaries are based on industry trends					
5 Teams are recognized for meeting targets					
6 Compensation, benefits and other incentives are communicated to employees					
7 Employees have promotion opportunities					
8 Employees have career progression opportunities					
9 Management support employees to take professional courses for self improvement					
Employee Performance Assessment and Development					
1 This hotel has a regular and scheduled employee performance appraisals					
2 Promotion, rewards are based on performance appraisal results					
	Strongly Disagree 1	Disagree 2	Neither Agree nor Disagree 3	Agree 4	Strongly Agree 5
3 Employee training requirements are partly based on performance appraisals					
4 This hotel provides job development plan for employees					
5 Managers are evaluated on subordinate performance					
6 Performance appraisal results are discussed with employees					
7 Employees are involved in reviewing their					

bosses' performance					
Realistic Job Preview					
1 This hotel tells job applicants about the benefits of working here					
2 This hotel tells job applicants about the challenges of working here					
3 This hotel tells job applicants about the nature, scope and challenges of the position					
4 This hotel informs job applicants the salaries and other conditions of service					
5 External interview panel members are briefed about the position and all benefits					
6 When hiring employees management provides honest information to candidates					
Employee Empowerment					
1 Customer contact employees are encouraged to take decisions on the job					
2 Employees are encouraged to make financial concessions to customers in order to deal with problems					
3 Employees could bend rules to please customers					
4 Employees are trained on effective communication with customers					
5 Customer contact are trained how to handle customer complaints					
6 Employees are rewarded for exemplary customer service					
7 Employees are trained on customer satisfaction					
8 Employees are recognized for handling customer problems on their own					
9 Employees are encouraged to make decisions on their own					
10 Employees are openly commended for taking successful initiatives					
11 Employees are punished for taking bad decisions on their own					

MODULE 7: COMPANY PROFILE

1. Number of rooms in hotel
2. Star rating of hotel.....
3. Location, 1. Rural..... 2. Urban..... (Please Tick)
4. Type of Ownership 1) Public 2) Private 3) Independent (Please Tick)
5. Type of Management 1) Chain 2) Independent 3) Consortium 4) Franchise (Please Tick)
6. Affiliation 1) Chain.....2) independent..... (Please Tick)
7. Number of employees.....
8. How many people resigned in 2009?.....

MODULE 8: SOCIO DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

1. Sex 1) Male.....2) Female..... (Please Tick)
2. Age.....
3. Date of birth
4. Marital Status 1) Married.....2) Single..... 3) Divorced/Separated.... 4) Widowed..... (Please Tick)
5. How long have you been in the hotel business?
6. How long have you worked for this hotel?
7. How long have you been on this position?
8. What is your highest level of education 1) Pre-Tertiary..... 2) Diploma..... 3) Degree 4) Postgraduate.....(Please Tick)
9. What is your current position in the hotel? 1) Senior Management..... 2) Middle Management..... 3) Junior Management (Supervisor).....4) Junior Staff(Please Tick)
10. Do you have any professional qualification? 1) Yes..... 2) No..... (Please Tick).
11. Home Town.....

APPENDIX 2

INTERVIEW GUIDE FOR HOTEL MANAGERS

- a. What is the human resource strategy and how does it fit into broader organizational goals
- b. How does the company get information about competitors, labour market and market for the services in order to plan for employees?
- c. How does your company plan for employees in the short, medium and long runs terms? How do you forecast for the demand and supply of employees?
- d. On what do you base your employee recruitment and selection?
- e. What use do you make of job analysis? (job description, person specification)
- f. How does your company declare employment vacancies?
- g. Where do you locate prospective employees? (Internally-adverts on notice boards, through e-mails, text messages, notice boards, job postings and informal searches. Externally through local press, national press, word of mouth, casuals being converted to permanent, websites)
- h. What specific skills do you seek from prospective employees ('hard skills' which are the know-how or technical skills which are taught on the job? Or 'soft skills'- the social and interpersonal skills which ensures that employees are responsive, courteous and understanding with customers.
- i. How do you select candidates from pool of applicants (use of CVs, application forms,)
- j. Do you test prospective candidates? (content of questions, is it related to hospitality or general aptitude test?)
- k. Interview of candidates. How reliable is interview as a selection tool? How do you select members of the panel? Do they have knowledge in hospitality management? What criteria do you use in employee selection? What kind of information do you provide job applicants during interviews?
- l. Background information of applicants. How do you take references from applicants? How reliable and weight do you give to applicants' references?
- m. Medical examination. Do you have a doctor who does medicals on prospective employees? Are there specific ailments that could disqualify candidates especially those who have customer contact and / or those who handle food?
- n. Which of the employee selection methods do you give greater weight?
- o. Whether existing staff (permanent or casuals) are considered when vacancies occur
- p. Search for candidates. – Is it open to all or closed to certain group of people (stereotyping), use of existing staff to locate candidates, advertisement in media –local media, national media, etc. notice board, specialist journals etc.
- q. Search for candidates cont'd. – poaching of employees of competitors (small firms), use of educational institutions, use of contacts (friends),
- r. Search of for candidates – Dou you consider existing applicants, casual callers (walk-in applicants)

- s. Selection of candidates – any rigorous analysis especially of candidates referred to you by friends, associates or those poached
- t. Selection interview- how reliable and how often to you use it?
- u. Other methods of selection
- v. Weight given to medicals especially for front line employees and people who handle food
- w. How family owned and managed hospitality firms manage diversity in employee resourcing
- x. How family members are given preference over other equally qualified people
- y. Which category of employees are local managers of chain hotels authorized to employ?
- z. The use of job analysis in advertising for employment vacancies (both internal and external)
 - aa. What the advertisement say about the company, the jobs, salary and wages and other allowances
 - bb. What media is used to attract candidates?
 - cc. What information is used to attract candidates referred by others?
 - dd. What information is to attract candidates poached from competitors?
 - ee. During interview what information is given to candidates about the company and the job?
 - ff. How knowledgeable in hospitality management (about the job) do members of the interview panel have?
 - gg. Do the interview panel members have first hand information about the job and working conditions (working environment) and what aspect are related to job applicants?

APPENDIX 3
LETTER OF INTRODUCTION

1st August, 2009

HTM/M.5/62

Dear Sir/Madam,

TO WHOM IT MAY CONCERN – LETTER OF INTRODUCTION

The bearer of this note-Mr. George Kwame Adu-Frimpong is a post graduate student of this Department who is collecting data for his project work as part of the requirements for the award of PhD. Degree in Tourism. His research topic is 'Recruitment, selection and retention of human resources in selected hotels in Accra, Kumasi and Cape Coast'.

I shall be most grateful if you gave him your utmost assistance and co-operation by providing him any information/data within your means. The data he is collecting is purely for academic purposes and, in any case, your anonymity is assured.

Thanking you in advance for your anticipated co-operation.

Yours faithfully,

MARGARET EFUA WINWAH (MS)
PRIN. ADMIN. ASSISTANT
For: Head of Department