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HUMAN RESOURCES MANAGEMENT AND TOURISM IN BUSINESS/SERVICE ORGANIZATIONS IN NIGERIA: A REVIEW OF TOPICAL ISSUES

Okafor Obiefuna A. (Ph.D)
Federal Polytechnic, Oko

ABSTRACT

The overall purpose of human resource management is to ensure that the organization is able to achieve success through people It enables organizations to achieve organizational goals by making maximum use of available human resources of the organization. HRM enables organizations, business outfits, firms, etc, learn and capitalize on opportunities on new opportunities for the growth and sustenance of their businesses. It is on this backdrop that this study critically analyzed the impact of human resources management on tourism business in Nigeria. The qualitative methodology was adopted and content analysis techniques was tool of analysis. Some theoretical postulations and strategies were critically examined and how they help in effective human resource utilization. The study argues that if the tourism industry could adopt the strategies that out put of the industry will increase and sustainability ensured.

KEYWORDS: manpower utilization, tourism industry, development.

1. INTRODUCTION

Human resource management issues are vital in the successful operation, development and long-term sustainability of tourism organizations (Page and Connell, 2006). Human resource management has been envisaged as the tool to success in most businesses and organizations. Some definitions have been given to the understanding of the HRM concept in organizational growth and sustenance. Human resource management (HRM) is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations (Armstrong, 2009). In addition, Guest (1987) understood it from the angle of policies when he asserts that human resource management is a set of policies designed to improve organizational harmony, employee's commitment, flexibility and quality of work in a given organization.

The concept of HRM is global in nature, cutting across various business establishments and organizations with the same purpose of organizational integration, profit maximization and sustainability. HRM is designed to promote organizational output, growth and sustenance by way of managing human aspect of the organizational resources. It is a conscious/unconscious attitude of organizational heads, sole proprietors, in ensuring human involvement in their establishments. It can be unconscious in the sense that, the attitude permeates even small-scale businesses, sole proprietorship etc, where for example a sole proprietor can engage some of his family members to help out in his retail business for the growth of his business. A sole proprietor that has a retail provision store, during the peak of his business, may engage some members of his family to ease pressure from numerous customers. This attitude of the sole proprietor will not only maximize his profit but will also ensure increased patronage and sustenance of his business. Hence, he is providing the retail customers with quality and improved services. This attitude will not only improve his business, it will also place him ahead of other competitors in that vicinity.

"The overall purpose of human resource management is to ensure that the organization is able to achieve success through people" (Armstrong, 2009). It enables organizations to achieve organizational goals by making maximum use of available human resources of the organization. HRM enables organizations, business outfits, firms, etc, learn and capitalize on opportunities on new opportunities for the growth and sustenance of their outfits (Ulrich and Lake, 1990). HRM brings sanity and exposure to an organization and bridges the gap between the organization and its prospective customers.

Armstrong further note that "HRM has an ethical dimension which means that it must also be concerned with the rights and needs of people in organizations through the exercise of social responsibility" (Armstrong, 2009). HRM as a concept has much relevance to the growth and sustenance of the tourism industry. The relevance of HRM to tourism is further described in the following areas:

Tourism comprises both serviced and non-serviced industries, and human contact is ever involved in the tourism industry. HRM goals facilitate the effectiveness of the tourism industry through increased output and patronage. Dyer and Holder (1998; in Armstrong, 2009) identifies four major goals of HRM in a business organization as:

- **Contribution-** This goal tries to identify the kind of employee behavior that would be relevant to the business. The overall expectation of this HRM goal is on the employee behavior.
- **Composition-** In this goal, the emphasis is on head count, staffing ratio and skill mix. The essence of this goal is to ensure that the organization is not rendered redundant through over staffing.
- **Competence-** the emphasis of this goal is on the level of ability desired by the organization. This HRM goal enables the management of the organization to identify the gained level of ability that will be desired by the organization.
- **Commitment-** The emphasis of this goal is on what level of employee attachment and identification that would be relevant to the organization. This goal enables the management of the organization to ensure maximum commitment from employees in the organization (Dyer and Holder, 1998; Armstrong, 2009).

Although, tourism as an industry has many sub-industries or outfits that demand articulate application of these HRM major goals as discussed above, the accommodation sector remains among the largest sectors in the tourism industry with much human resources requirement. For instance, "…..accommodation remains an area that provides employment opportunity for a wide range of skills and aptitudes, reflecting not only the diversity of business that operate under the accommodation umbrella, but also the variety of tasks that working in the sector demands" (Cooper, Fletcher, Fyall, Gilbert and Wanhil, 2005). Following the accommodation sector is the transport sector. These sectors and some other sectors in the tourism industry demand the use of organized HRM to enhance their service effectiveness and productivity in order to ensure growth and sustainability in the tourism industry. HRM is "… a form of employment management, which is focused on the managerial need for human resources to be provided and deployed… the concern within HRM is the planning , monitoring and control of the human resource as a management activity" (page and Connell, 2006). This statement has thrown more light on the pivotal position of HRM in the growth and sustenance of tourism businesses. HRM brings out the best from the employees of an organization or business by sharpening them and directing them towards service efficiency in the organization. HRM aids in managing humans as viable assets that are quite fundamental to the comparative advantage of any business or organization (Caldwell, 2004; Armstrong, 2009).

However, from the above revelations, HRM is an indispensable tool in the growth and sustenance of the tourism industry through various small and large tourism services not forgetting auxiliary services or support services to the tourism industry. For instance, the HRM policy goals in tourism can be summarized as thus:

- **Strategic integration:** This is "the ability of the organization to integrate HRM issues into its strategic plans, ensure that the various aspects of HRM cohere, and provide for line managers to incorporate an HRM perspective into their decision making" (Armstrong, 2009). This policy ensures both vertical and horizontal integration of goals, strategies, and functions in an organization to enhance business efficiency and increased output.
- **High commitment:** Another role of HRM in a tourism business is to enhance high commitment from every quarter of the tourism business. Armstrong notes that high commitment is a "behavioral commitment to pursue agreed goals, and attitudinal commitment reflected in a strong identification with the enterprise" (Armstrong, 2009). This is because attitudinal commitment is centered on HRM consideration in a tourism business; hence tourism encourages various human contacts. A good example is the hotel industry, which is a sub-industry in the tourism industry. A non-attitudinal commitment from a front office will project a negative hospitality image of the hotel.
- **High quality:** "This refers to all aspects of managerial behavior that bear directly on the quality of goods and services provided, including the management of employees and investment in high quality employees" (Armstrong,2009). An average tourist expects high quality tourism products and services while on tourism experience. Although the tourist may not have an opportunity of making choice at the point of paying for a particular products and services, the implication is that such tourists would be discouraged for a second patronage on such tourism products and services. These tourists may even go ahead in discouraging prospective tourists from patronizing such product and

services. High quality goods and services in the tourism industry do not only promote patronage but also enhance networking advertisements from tourists who previously patronized particular tourism product or service.

- **Flexibility-** This is another vital HRM policy that has a pronounced effect on the growth and sustenance of both small and large tourism businesses. This is because "functional flexibility aids the existence of an adaptable organization structure with the capacity to manage innovation" (Armstrong, 2009,). Seasonality has been discovered to be among the major impediments to tourism businesses at both tourist destination area and tourism generating area. In such cases, flexibility and adaptability should be amongst business strategies to be adopted by tourism managers to meet the dynamics demands of tourists and at the same time still remain in business. Such dynamics can be manifested in the pricing, nature and availability of tourism products and services. For instance, a tour operation firm that has much of off-peak periods than peak periods in a year, might be forced to engage few permanent employees on its staffing with the intention of engaging many temporary staff during the peak periods, who are laid off at the end of the peak period. Such business strategy will not only ensure that right tourism products and services are provided to tourists at the right time, but will also guide the firm towards cutting down cost and maximizing profit in the business of tour operation.

2. UNDERSTANDING HRM THEORIES IN TOURISM STUDIES

Some theories have been propounded to enhance the understanding of HRM in business. These theories explain various positions of HRM in various business organizations. Some of these theories (strategic theories, descriptive theories and normative theories) were designed by Guest (1997; in Armstrong, 2009) while some other ones (contingency theory's, the resource-based view and AMO theory) were designed by Boselie, Dietz and Boon (2005; in Armstrong, 2009). These HRM theories and their understanding in tourism businesses are discussed below:

- **Strategic theories-** These theories hinge on the premise that superior performance in any business organization will be achieved when there is a healthy fit between business strategy, business structure and HRM policy. These theories are superior performance which is amongst the primary objective of every business organization to be anchored on the level of harmony between HRM policy, strategy and structure of the business. These three variables (HRM policy, business structure and strategy) are the forces that propel business organizations to greater height in business growth and sustenance. A harmonious learning among them is always the underlining factor that enables various human businesses to achieve their goals in the business. In most of the tourism establishments like tour management, travel agency, event management, etc, have business strategies and structures which are aimed towards maximizing their available resources for their business growth and sustenance and also staffing policy. These three policies or aspects of these tourism businesses that have unique goals but connectivity and association of their goods attract superior performance for the organization. The strategic theories are applied to tourism studies when studying factors that necessitate business growth and sustenance in small or large tourism business.
- **Descriptive theories-** "These either list areas of HR policy and outcomes or adopt a system approach, describing the relationships between levels. They are largely non-prescriptive" (Armstrong, 2009, p.6). The overall interest of this group of theories is the study of relationship among various levels in a business organization. They look at the various aspects or levels of a business echelon and how they translate to the growth of the business. These theories describe these levels and their associations. Systems theory is a good example of these groups of theories that are descriptive in nature instead of prescriptive. For instance, in hotel management, you have the Board of Directors, general manager, unit heads, supervisors, etc. These forms different levels in the hotel's echelon and they are expected to work harmoniously for the good of the business.

In each of the levels, responsibilities are described and motivated instead of prescribed.

The emphasis is on HR policies and outcomes in a business organization.

- **Normative theories-** In explaining this group of theories, Armstrong assert that "these are normative in the sense that they establish a norm or standard in the form of prescribed best practice. These take a considerable risk in applying "one best way" (Armstrong, 2009, p.6). This group of theories is prescriptive in nature unlike descriptive theories that are descriptive in nature. They prescribe relevant norms and design a value system for the business towards ensuring best practice from the organization. Such theories are much relevant in the tourism industry considering the ever-human contact in the industry. In most of the businesses that sell tourism products and services, norms and value system are among the expectation s from the business HR policies. Such development does not

only ensure a harmonious relationship between providers of tourism products and services, and tourists, but also make the tourists feel honored and respected. In the hospitality industry, the emphasis of the HR policies is always on the prescribed norms and value system for the employees towards ensuring best practice for the establishment.

- **Contingency theory-** "contingency theory states that the relationship between the relevant independent variables (e.g. HRM policies and practices) and the dependent variable (performance) will vary according to company size, age and technology, capital intensity, degree of unionization, industry/sector ownership and location" (Armstrong, 2009,p.17). The interest of this theory is on what affects HRM of a given business organization which include the environment and circumstances, as factors, have great roles to play in determining the nature of HRM of any business organization. Managements of business organizations consider these two factors a great deal when designing and implementing HRM policy for their businesses. For instance, a travel agency that is located in the airport vicinity has a greater opportunity of making larger sales than its counterparty in the rural area. Such a travel agency will consider employment of quality and number of staff to meet the business demand of the environment. Staff of the travel agency stand to benefit from constant in-service training and workshops as may be organized by the management of the agency, to update staff regularly considering their ever contact with all categories of travelers in the business. This is applicable to Hotel business. For instance, one of the most celebrated large hotels in Abuja-Nigeria, Nicon Hilton is located almost in the center of Abuja with exposure to high class guests with improved income earning. The HRM policy of this hotel was designed and is constantly reviewed to meet the high standard that is expected from the hotel by the numerous guests and other customers. This is to have better service quality to maintain their integrity in the business and never to lose their regular and prospective quests to other hotels within the vicinity. This applies to other tourism and tourism-related business outfits where the management is expected to understudy the level of influence circumstances and environment would have on their businesses before designing and implementing a particular HRM policy for their various firms in the tourism industry.
- **AMO theory-** "The formular performance = Ability + motivation + opportunity to participate provides the basis for developing HR systems that attend to employees' interest, namely their skill requirements, motivations and the quality of their job" (Appelbaum, Bailey, Berg & Kaueberg, 2009,p.7). The concern of the AMO theory is on individual and collective performance of a business. The theory anchors it on ability, motivation, and opportunity to participate through this formula; $p = A + M + OP$ where 'P' is performance, 'A' is ability, 'M' is motivational and 'OP' is opportunity to participate. These variables will be looked at separately for more clarity in understanding the premise of the AMO theory:

Performance: performance in this respect is seen from two different but converging angles. One is the individual performance of staff of an organization while the second is the overall performance of the organization which is dependent on the former. Performance which could be low or high, function as a catalyst for overall achievement of organizational goal through increased output and efficiency.

Ability: this is the extent to which each employee contributes to the total output and productivity of the organization. Its rate is a function of physical, psychological and intellectual strength of the individual. These are the three independent variables in Ability function in enhancing organizational performance.

Motivation: this is the catalyst for the desire to positively impact on the organizational output and efficiency of individual employees. This could be extrinsic motivation (motivation by external factors, like condition of service, availability of facilities, etc...) or intrinsic motivation (motivation by internal factors, like skill acquisition, intellectual development, individual psychology, etc).

-opportunity to participate: this is a connectivity linking desire and contribution in the employment sector of the business organization. It is an electric current wire that connects the independent (desire) and dependent (contribution) factors in individual contribution of organizational goal and productivity. Although this is employee-based, it functions as a dependent variable to the management's desire to water the background.

The AMO theory is of the view that performance rate is determined by these three other factors in a business organization. In a hotel business where high performance is amongst the factors that guarantee growth and sustenance in the business, this theory serves as a guide to enable the hotel management to articulate overall performance of the hotel in the industry.

- **The Resource-based view theory-** "HRM delivers added value through the strategic development of the organization's rare, hard to imitate and hard to substitute human resources" (Barney, 1995; 1995; in Armstrong,

2009,p.7). The summary of the premise of this theory is the indispensable position of human resources to the growth, efficiency and sustenance of a business organization. It sees human resources as a valuable raw material for organization success. HRM is pivotal in the organizational development and management. Another aspect of the premise of this theory is the role of HRM in human resources towards organizational productivity and sustenance. The theory sees human resources as a rare and hard to substitute aspect of organizational productivity and sustenance which demand quality and productive HRM in any organization. Tourism industry deals with human contact and this contributes to the huge job opportunity created by the industry in the world today.

HR strategies in Tourism Business

"HR strategies set out what the organization intends to do about its human resource management policies and practices and how they should be integrated with the business strategy and each other" (Armstrong, 2009, p.48). They are the life-line of a business, linking business expectations and achievements. They are designed towards maximizing available resources and organizational goals. HR strategies have a unique purpose of articulating every intention of an organization concerning its human resource management policies and practices in a long-term plan, with the belief that the success of the future is dependent on the approaches and articulations of the present. This is clear indication that planning and organizational roles of strategies in a business are perfected by proper execution towards attaining the unique goal of the business organization. Moreover, there are no unique HR strategies as HR strategies in the tourism industry differ from one tourism outfit to another considering the size, nature, purpose, location and typology of the tourism business. For instance, in the hotel business, HR strategies differ from one class to another.

HR strategies in the tourism industry can be grouped into two major categories, general strategies and specific strategies considering the extent and purpose of HR strategies in a given tourism outfit (Armstrong, 2009). General HR strategies in the tourism industry- Armstrong sees these as "… the overall system or bundle of complementary HR practices that the organization purposes to adopt or put into effect in order to improve organizational performance" (Armstrong, 2009, p.49). They are general, in the sense that they do business effectiveness of a given tourism outfit in the tourism industry. There are three major areas of concentration of these general HR strategies in a tourism business outfit; High performance management, High-commitment management, and High-involvement management.

a) *High performance management*- "High performance management or high performance working aims to make an impact on the performance of the organization in such area as productivity, quality, levels of customer service, growth and profits" (Armstrong, 2009,p.49). They include all the HR strategies that are adopted by the management of a particular tourism or tourism related business to enhance the performance level for the tourism business. HR strategies in the tourism industry among other things include periodic training and seminar workshops, strict and organized recruitment process and selection procedures, all sorts of management development activities of the organization, incentive pay systems for the general staff of the organization, performance management process in the organization, etc. these particular HR strategies are more pronounced in the established tourism business like hotels and related establishments tour operating firms, travel agencies, transport companies, etc, hence such practices enhance individual performance of staff as well as the collective performance of the organization in the industry. These practices which are also seen by some authors as High performance work systems HPWS (Appelbaum, Berg and Kaueberg, 2000; Armstrong, 2009) are aimed at facilitating employee environment in the business, enhance skill involvement and motivation of staff of the organization (Appelbaum, 2000; Armstrong, 2009). To Thompson and heron (2005), this practice "consists of work practices that invest in the skills and abilities of employees, design work in ways that enable employee collaboration in problem solving and provide incentives to motivate workers to use their discretionary effort" (In Armstrong, 2009,p.49). Among the three approaches of general HR strategies, high performance management has been valued more than high-commitment management and high-involvement management. This made Armstrong to assert that " this term (high-performance management) is more frequently used than either high-commitment management or high-involvement and management, although there is a degree of overlap between these approaches and an HPWS and the term 'high performance' and high 'high commitment' are sometimes used interchangeably" (Armstrong 2009,p.46).

(b)   High-commitment management- it is worthy to note at this juncture that one of the major features of human resource management is its emphasis on enhancing mutual commitment in an organization (Walton, 1985), because mutual commitment amongst employees enhances organizational output and growth. To this end, high-commitment management can be seen as "a form of management which is aimed at eliciting a commitment, so that behavior is primarily self-regulated rather than controlled by sanctions and pressures external to the individual, and relations within the organization are based

on high levels of trust" (wood, 1996; in Armstrong, 2009,p.46). The emphasis of HR strategies is on ensuring total commitment from employees of the organization. For instance, the star level of a hotel can be devalued due to the lack of total commitment from the hotel's employees. A junior staff of a hotel may decide to ignore valued guests and their numerous requests when he could not see any management staff or senior watching him/her. The implication is that the guest or guests who were humiliated by this attitude may likely make a general negative conclusion about the hotel which may not be a true reflection of the hotel. The same is applicable to some tourist sites like wildlife parks, tourist's destinations, etc. where a tour guide can face tourists privately at some points out of the watchful eye of the management of such tourist establishment. In such circumstances, the behavior such tour guide can either demote or promote the image of the tourism establishment. This approach of HR strategies is very sensitive in the tourism industry considering the size and nature of the industry. Lack of commitment of employees in the tourism industry will not only destroy the image of the industry, but will also affect negatively, the economic value of the tourism industry in a given locality. However, towards achieving a high-commitment from employees in the tourism industry Beer, Spector, Lawrence, Quinn and Walton (1984), Walton (1985) and Armstrong (2009) made the following feasible suggestions:

- Emphasis on staff training and commitment in an organization should be highly valued coupled with the development of careers ladders for all employees of the organization.
- There should be a high level of functional flexibility and discouragement of rigid job descriptions in various units of the organization.
- Esteemed hierarchies and status differentials are to be discouraged to reduce complex issues among employees.
- Lastly, in the words of Armstrong, there should be "a heavy reliance on team structure for disseminating information (team briefing), structuring work (team working) and problem-solving (quality circles)" (Armstrong, 2009,p.50).

These will aid in ensuring high-commitment management in tourism establishment. Since the strategies are management-based, management of various tourism and tourism-related businesses should take cognizance of high-commitment among their employees and their functions in the growth and sustenance of their businesses in the industry. Also, as an addendum to the previously mentioned suggestions, management should design their jobs for their employees to have a considerable level of intrinsic satisfaction than extrinsic satisfaction. There is need for the compulsory lay-offs, redundancies, etc for staff and ensure job security for employees. They can have fewer employees but augment them with casual workers, more especially those tourism businesses that are seasonal. The management can enhance high-commitment from employees by ensuring equity and justice in payment systems and other entitlements for employees to minimize ill feelings of being cheated, devalued or neglected, from employees. Management of organizations can equally ensure high involvement of employees in the management of organizations, as it will encourage a sense of belonging and recognition (Wood and Albanese, 1995).

(c) High-involvement management: this approach to HR strategies is aimed at getting employees involved in the management process of the organization. "High involvement work practice are a specific set of human resource practices that focus on employee decision-making, power, access to information, training and incentives" (Benson, Young and Lawler, 2006; in Armstrong, 2009, p.51). It was observed that the term 'High Involvement' was commitment and involvement as against the out of fashion bureaucratic model based on control (Armstrong, 2009). These strategies lay emphasis on maximizing the individual potentials of employees by granting them an enabling platform to exercise their intuition and initiatives positively in the business of the organization. Such would enhance the organizations productivity since "the underlying hypothesis is that employees will increase their involvement with the company if they are given the opportunity to control and understand their work" (Armstrong, 2009, p.51). This HR approach uses communication and involvement as instrument to make employees feel as partners in the enterprise with their interest and respect cherished by the management of the organization. "The aim is to create a climate in which a continuing dialogue between managers and share information on the organization's mission, values and objectives" (Armstrong, 2009, p. 51). Such will open up a platform for mutual understanding in the organization.

In the tourism establishments this approach of HR strategies can be articulated through relevant training for employees periodically, quality pay system commensurate with efforts committed by employees. It can also be done by way of assigning employee's special responsibilities for the organization both outside and within the organization and bridging the communication gap between the management and employees. In places like wildlife parks, hotels, tour operating firms, etc, the management can use monthly or quarterly meetings to bring the employees and the management together to discuss issues pertaining to the progress of the organization. In such gathering, employees should be given the privilege to say their

opinions, ask question. Sung and Ashton (2005) also suggest reward and commitment practices as amongst the instruments towards actualizing high-involvement management to get involved more in the business activities of the organization.

2.1 Specific HR strategies in the tourism Industry

This aspect of HR strategies in the tourism industry is specific in the sense that they are directed towards a particular need. They aim at specific areas of human resource management in the tourism industry to address risen, arising and expected issues in the tourism industry. They can also be seen as those aspects of HR strategies of an organization that are targeted at a specific need of the organization towards having a standard and improved human resource management for the growth and sustainability of the establishment in the tourism industry. Armstrong (2009) described some aspects or areas of a business where specific HR strategies can be focused towards ensuring continuity and growth in the business.

2.2 Organization Design in the Tourism Industry

Tourism businesses, no matter the scale, starts with expectations in the mind of the investor which is always aimed at business growth and sustenance in the tourism industry. It is worthy to note that the actualization of these dreams of the investor or investors is at the foundation of the business. Tourism business that is well organized and designed at the foundation stage to accommodate the varying demands of yesterday, today and tomorrow in a given environment, stands a chance of thrive in the industry and to gradually actualize the dreams of the investors. However, organization design in tourism business is the management decisions on the structure and overall function of the business before commencement. At the level of business development some questions are put forward and answered by the management. Such as; how to group organizational activities? How can employees be aided in understanding their roles and that of their colleagues in line with the vision and desire of the organization? What lines and means of communication are needed to be established? Is the management doing everything needed to be done? How can reasonable degree of flexibility be achieved in the organization? Are there too many unnecessary management strata in the organization? How can a balance be struck between individual needs and interest and the collective purpose of the organization? These questions need to be addressed in the organizational design of any tourism business.

Depending on the size of the business, HR professionals may be approached for help since they understood and know the best way of handling such a stage in the business development (Armstrong, 2009). Poor handling of the last question could lead to what Huczynski and Buchanan (2007) refer to as organizational dilemma. The process of organizing can be described as the 'the design, development and maintenance of a system of coordinated activities in which individuals and groups of people work cooperatively under the leadership towards commonly understood and accepted goals' (Armstrong, 2009, p.404). This principle of business management is applicable to small, medium and large-scale tourism and tourism-related business. It enables for a smooth take-off and subsequent stability of business ventures in the tourism industry. The extent and nature of organizational design in a given tourism business are a function of size, nature, and management style of the business since the organizational design is articulated within the four walls of the mission and vision of the management of the organization. Organizational design of tourism business can either be limited or expanded considering the business aspirations of the management.

However, there are so many reasons why organizational design should be considered prior to the commencement of any tourism business regardless of any intended scale of operation. Armstrong (2009) discussed some of these aims of organizational design:

(a) Organizational design of the business is aimed at clarifying the overall purpose of the organization. It clearly states the strategic goals functions of the organization and ensures that the activities of the business do not derail from the path as the business starts and progresses in the tourism industry.

(b) Another aim of the organization design is that having clarified the overall purposes of the business, it defines how functions should be organized and distributed to meet the overall purposes of the organization. It also defines the use of technology and other work processes towards meeting the organizational target.

(c) Also, it is the expectation of the organizational design to try as much as possible to describe various key activities that are involved in carrying out of the entire work of the organization. This will reduce confusion, disorder and work ambiguity in the system.

(d) It is also the aim of the organizational plan to use viable grouping technique to

Group those key activities logically together towards avoiding unnecessary overlap or duplication of duties in the organization. It could be in units or departments depending on the wishes of the management or consultant of the business.

(e)   Having grouped the key activities of the organization into sections, units, departments, etc, another aim of organizational design is to provide for optimum integration of activities in the system towards achieving collective effort and teamwork in the organization.

(f)   Organization design also builds flexibility in the system so as to enable system activities to be adaptive to the changing trend in the industry; hence rigidity can lead to stagnation and redundancy in the business. This is necessary in the tourism industry in order to continue to arouse and retain the tourist-experience desires of both tourist and prospective tourists. Flexibility enables tourism businesses to adapt easily and quickly to the new trends in the industry and at the same time reduce redundancy in the business.

These few points have revealed the ever importance of organizational design in the tourism business, especially the developmental stages. Poor organization design has crippled most business in the tourism industry, more especially in the developing nations where tourism industry and all the businesses therein are still growing. Articulate and efficient organization design for businesses in the tourism industry acts as a tool that channels the business from the present through the future, towards the actualization of the mission and vision of the management without stumbling blocks in the process. This is why it is highly recommended that for large tourism business like four/five star hotels, large travel agencies/tour operating firms, wildlife parks, built destinations, etc, experts should be engaged to aid in structuring an effective organization for the business so as to ensure growth and sustainability in the industry.

3.   HUMAN RESOURCES PLANNINT IN TOURISM

Human resources planning can be defined as "the process for ensuring that the human resources requirements of an organization are defined and plans are made for satisfying those requirements" (Bulla and Scott, 1994; in Arnstrong, 2009). The emphasis of human resources planning is on meeting the human resource need of a given tourism business, both small scale and large-scale tourism businesses. It is a process in which the management of a proposed tourism business estimates the possible demand for labour in the organization is commensurate with the size, nature and sources of supply required to meet the demand (Reilly, 2003). The allocation of human resources to the various units of the organization in accordance with the estimable nature of the tourism business or venture is a function of human resource planning, which is initiated and commenced at the beginning of the business through the life span of the business. Such exercise enables small tourism ventures at tourist destinations to effectively manage the business sustainably, avoiding the 'abuse of human resources' and subsequent closure of the business. It enables the management to ensure prudent management of the limited resources of the business and proper care of employees.

However, human resource planning in tourism businesses can be grouped into hard and soft human resource planning. The emphasis of the hard-human resource planning is on ensuring that adequate number of employees is engaged to fit in into the limited available positions in the organization and also to ensure that right persons are recruited and rightfully placed in the organization. For the soft human resource planning, Marchington and Wilkinson (1996) note that it "is more explicitly focused on creating and shaping the culture of the organization so that there is a clear integration between corporate goals and employees values, believes and behaviors" (in Armstrong, 2009,p.486). The emphasis of the soft version is on modeling and shaping attitudinal manifestations of employees to work harmoniously with the vision and mission of the organization as articulated by the management. Although both soft and hard versions of human resource planning are much important in the growth and sustainability of the tourism business, the soft version is held in a higher esteem since it controls the conducts and articulations in the hard version. The implication is that employees need to have positive attitudes towards their responsibilities and the organization in general for them to make an impact in the growth and sustenance of the organization. The essence of the soft version is to manipulate the psychology of the employees to enable them to exhibit right attitude towards the organization.

Reilly (1999) states that a research that was conducted by the institute for Employment Studies gave varying reasons why most organizations decide to embark on effective human resource planning for their various businesses. These reasons are further grouped into three major categories for explicit understanding of businesses in the tourism industry and other related industries:

- The first major aim is to make a maximum utilization of the available resources towards the actualization of organizational goals. "planning for substantive reasons, that is, to have a practical effect by optimizing the use of resources and/or making them more flexible, acquiring and nurturing skills that take time to develop, identifying potential problems and minimizing the cost of making a bad decision" (Armstrong, 2009,p.487). The focus of the aim is to avoid possible loss of the limited resources of the organization.

- This group aspect of human resource planning in a given business organization is interested in the sustainability of the business, harmonizing the present with the future and manipulations of possible challenges along the line from the present through the future. It is also planning for procedural benefits. "It involves understanding the present in order to confront the future, challenging assumptions and liberating thinking is not driven out by short –term focus" (Armstrong 2009,p. 487). It focuses on the future of the business and ensures that every current policy of the organization does not jeopardize the future of the business in the industry. It is a sustainable planning of a business.

Some other aims of human resource planning concentrate on ensuring that the original visions and goals of the organization are held tenaciously in the line of the business through reasonable planning, and strategized monitoring and control of activities in the business towards maintaining the management's standard and vision for the organization.

4. APPAROACHES TO HUMAN RESOURCE PLANNINT IN TOURISM

These are various activities that are involved in human resource planning. They are the focus of human resource planning in an organization. So many approaches are involved in an effective human resource planning as note by Armstrong (2009):

a) Scenario plan- This has to do a complete assessment of environmental changes in the business environment and how the changes can possibly affect the organization. It entails a futuristic plan to manage and safeguard the future of the business from possible collapse resulting from the identified factors. Armstrong (2009) suggests that PEST approach (This is an assessment of the political, economic, social and technological factors, that are likely going to end the business from the environment) which lays emphasis on notable environmental factors, i.e. political, economic social and technological, that are likely to affect the future of the business, mostly in the area of human resource management. These likely effects from environmental factors are to be identified and studied with effective measures analyzed and adopted towards controlling the future effects of these factor on the business in that particular environment.

b) Demand forecasting- Armstrong (2009,p.491) maintains that " Demand forecasting is the process of estimating the future numbers of people required and the likely skills and competencies they will need. The basis of the forecast is the annual budget and long-term business plan, translated into activity levels for each functions and department or decisions or 'downsizing'. In this approach of human resource planning, the emphasis is on the future human resources demand of the organization in a given environment. Both the likely demand of staff strength, category and skill acquisition by the organization are put into analysis. Such plans provide easier transition of human resource base of an organization from the present through the future. Four major methods can be adopted while making this demand forecast estimations for a given tourism business:

- *Management judgment*- this is the coming together of the management team of the organization to articulate the progress of the organization in commensuration with the required people and skills needed to beef up the organization. In this aspect, the judgment on the demand forecasting direction is a reserve of the organization's management board.

- *Ratio-trend analysis*- This analysis is done by studying the past ratios between the number of direct and indirect workers in the organization and using the result to forecast the future ratio of the organization. This is done in accordance with the individual inputs and collective output of the organization to determine or forecast the possible future situation of the human resource requirement of the organization. "Activity level forecasts are then used to determine, in this example, direct labour requirements, and the forecasts ratio of indirect to direct would be used to calculate the number of indirect workers needed" (Armstrong, p.492).

- *Work study techniques*- this technique can be use when it is possible to use work measurement in calculating the duration of operations and the required number of people. It studies the work measurement by looking at how long operations should take and estimated the number of people required. This technique can be combined with the ratio-trend analysis in calculating the number of individual employees required when emphasizing on direct worker (Armstrong 2009).

- *Forecasting skill and competence requirements*- Armstrong (2009, p.492) asserted that:

- It is largely matter of managerial judgment. This judgment should however be exercised on the basis of a careful analysis of the impact of projected product market developments and the introduction of new technology, either information technology or computerized manufacturing, unlike in managerial judgment, in this particular approach the judgment of the management is a function of the forecast project development and the introduction of modern technologies. These two major factors are the major focus of this demand-forecasting approach.

- *Supply forecasting* – Armstrong (2009, p.492) observes that "supply forecasting measures the number of people likely to be available from within and outside the organization, having allowed for absenteeism, internal movements and promotions, wastage and changes in hours and other conditions of work". The supply forecast considers the human resource supply of the organization taking into consideration the internal and external sources, the demographic influence and other economic relatives that may have reasonable effect reflecting on the human resource supply chart of the organization.

- *Forecast of future requirements* – This is made possible by analyzing the demand and supply forecasting to determine the areas of surplus or deficits in the human resource requirement of the organization. The result of this analysis enables the organization in forecasting the future human resource requirement of the organization and to make necessary amendment where necessary to safeguard the future human resource stability of the organization. Such analysis can be done on a spread sheet, taking into consideration some key areas like current number of employee in the organization, annual level of turnover, expected losses during the year, balancing at the end of the year, number of employees required at the year and number of employees to be employed during the year (Armstrong, 2006).

5.   MANAGING HEALTH AND SAFETY AT WORK

The tourism industry is among the business industries in many nations of the world resulting from a high level of patronage and expansion of the industry. This has made the industry to be among the greatest employees of labour. The implication is that many people ranging from management staff, permanent staff, temporary or casual staff, etc are engaged in the industry to see the day to day activities in the industry. Many organizations and establishments are directly or indirectly involved in the industry by way of supplying the needed tourism goods and services to the industry. However, because of the size and nature of the industry, its employees are exposed to so many hazards which if not checked can mar the growth and sustainability of the industry. This aspect of the chapter deals with the management of health and safety in the tourism industry. Hazards on facilities, employees, suppliers and customers in the industry need proper management to sustain the industry. To this effect, two programmes are adopted in the industry for the management of hazard.

They include: safety programme and occupational health programme. While safety programme deals with the prevention of possible accident at work and reduction of the resulting loss and damage to people and property, occupational health programmme deals with the prevention of possible ill-health arising from working conditions in a given organization. The later has two broad divisions: occupational medicine which are preventive medicine to control ill-health and occupational hygiene which are policies and measures geared towards ensuring that the working conditions of employees if hygienically safe (Armstrong, 2009). Although employees have roles to play towards ensuring high standard of health and safety at work, even customers, the major role and legal responsibility of ensuring health and safety at work place lies heavenly on the shoulders of the management or employers in the tourism industry. Armstrong summarized the importance of health and safety at work place when he asserted that "…ill-health and injuries caused by the system of work or working conditions cause suffering and loss to individuals and their dependents… accidents and absences through ill-health or injuries result in losses and damage for the organization" (Armstrong, 2009, p. 961).

5.1   Health and safety policies in the tourism industry

Health and safety policies are of two kinds: the written and unwritten policies. This written health and safety policy in an organization is the form of hard copy documents where all the dictates of an organization's health and safety policy are stated as was approved by the management of the organization. In some cases, such documents are issued to employees and placed in accessible locations for customers. The unwritten health and safety policy is a soft copy document that is conveyed in most of the time, through oral information to new employees during inductions or to customers on arrival to the organization. Due to the human-oriented nature of the tourism industry, written health and safety policy is preferable to ensure improved health and safety standards in the industry. It is the legal and organizational responsibility of the management of the organization to provide an effective health and safety policy for the employees and customers to abide by. An articulate policy statement in a tourism outfit should have three sub-divisions:

(a)   *Declaration of intention* – Here the management of the organization states the need for health and safety for both employees and customers, and their resolve to see that the safety of the employees and numerous customers are guaranteed. This part of the policy statement serves as an invitation to employees and customers to a health and safety guaranteed organization.

(b)   *Declaration of how the intentions are to be achieved* – Having declared the mission in the first part, the next question will now be how to achieve those intents? In the second part of the policy statement, the management of the organization states categorically articulated ways through which the listed intentions would be met. All the step by step approach to ensuring the implementation of health and safety policies of the organization outlined in this second part of the policy statement.

(c)   *Guidelines and rules* – This aspect of the policy statement states clearly the policy guidelines to be abide by all the various responsibilities to all concerned (i.e. Management, employees and customer) towards ensuring the actualization of the health and safety goals of the organization. All the people responsible should have a role to play if health and safety standard of a given tourism establishment is to be improved or guaranteed. This latter part of the policy statement outlines "…. ultimate responsibility for top management…. Indicate how key management personnel are accountable for performance … the role of safety representatives and safety committees should be defined, and duties of specialists such as the safety adviser and the medical officer should be summarized" (Armstrong, 2009, p. 961-962).

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