

ORGANIZATIONAL BEHAVIOUR AND MANPOWER PERFORMANCE IN THE PUBLIC SECTOR: A MULTI DIMENSIONAL APPROACH TO TOURISM AND HOSPITALITY MANAGEMENT IN NIGERIA

***HUSSEINI ADAMU HUSSEINI **JAMILA WAZIRI MOHAMMED ***SIRAJO ADO JAHUN ***INUWA ABDU IBRAHIM**

General Studies Department, Federal Polytechnic Bauchi **Hospitality Management Department, Federal Polytechnic Bauchi *Public Administration Department, Federal Polytechnic Bauchi*

ABSTRACT

The frame of mind of employees or manpower remains imperative to public administration. It is the attitudes; actions and or inactions of workers that determines the successes or otherwise of public sector organizations. Management of public sector workers in the tourism and hospitality sector is necessary for maintainable progress in the industry. This journal article is an attempt at analyzing secondary data towards undertaking a qualitative-conceptual research from a multi-dimensional perspective. It evaluates the significance of manpower administration in developing tourism and hospitality management in the country. The article asserts that manpower management is undeniably dynamic in positive organizational behavior and progress of the industry Nigeria. Part of the recommendations is training and retraining, and standardization of the industries. These will advance professional organizational behavior and manpower performance.

Introduction:

It is the assertion of Greer (2001) that manpower management aims primarily at ensuring that any given organization has in place, manpower capabilities and culture to support its strategic direction or objectives. Thus, manpower management is the process of getting the best work from each employee by providing the right incentives and job environment, all with the goal of meeting the objectives of the organization.

Hospitality as a service industry requires employees to display a behaviour befitting the organizational behavior of the industry. It attempts to improve shareholder wealth by satisfying guests through service. Some industry

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Segments includes- restaurants, hotels, managed food service, private clubs, tourism related businesses, tourism planning and travel sources. The hospitality and or tourism industry rely on a strong manpower and its management as being vital to building a brand, attracting new customers and maintaining loyalty. Because customer loyalty is very important, public administrators allocate a lot of time and resources to building brand awareness and creating ongoing, interconnected campaigns. These marketing efforts usually include both print and digital collateral that target former guests while also attracting new clientele. However, these industries must employ and maintain a highly trained and motivated set of manpower.

Hospitality could be defined as a service industry. This endeavours to develop shareholder wealth by satisfying guests through service. Some industry segments includes- restaurants, hotels, managed food service, private clubs, tourism related businesses, tourism planning and travel sources.

According to Archibong (2004), tourism in Nigeria centers largely on events due to the country's ethnic diversities and wide geographical features which include rain forest, savannah, waterfalls and other natural attractions. These were all in existence before the arrival of the colonist in the 18th century. The tourist sites in Nigeria including festivals and cultural celebrations (such as durbar festivals in the north; the Oshun festival of Oshogbo in the west; the offala festival in the east), the nation's national parks located in old Oyo, Yankari; Cross River, Kamuku and Kainji. And new ones at Gumti-Ghasaka, Mambilla Plateau Aso rock in Suleja, Kwa water falls in Cross River, and museums amongst many natural attractions, were preserved and developed for tourism purposes. The industry by the estimates of the World Travel and Tourism Council (WTTC) (2007) put Nigeria's revenue related to tourism and travel at over \$10 billion (US) dollars; and is approximately 6% of the nation's GDP per annum.

Methodology

The article adopted the secondary sources of data towards carrying out a qualitative-conceptual research from a multi-dimensional perspective. Meaning

existing literature was utilized as well as the multi-dimensional backgrounds of the researchers.

Conceptual Literature

Greer (2001) is of the opinion that manpower management aims primarily at ensuring that any given organization has in place, the people's capabilities and culture to support its strategic direction or objectives. Thus, manpower management is the process of getting the best work from each employee by providing the right incentives and job environment, all with the goal of meeting the objectives of the organization.

Akpan (1982) asserts that public administration can be defined as the arm that undertakes the activities of the government in power. He describes public administration as a servant of politics. He further says it covers the whole area and activity relating to public policy. The environment where policy was formulated and implemented plays a great role in the making and adequate implementation of such a policy.

Tourism in Nigeria centers largely on events due to the country's ethnic diversities and wide geographical features which include rain forest, savannah, waterfalls and other natural attractions. These were all in existence before the arrival of the colonist in the 18th century. Tourism Management concerned with the design and administration of travel and tourism. Tourism comprises a multitude of activities which together form one of the world's fastest growing international sectors. Movement and sighting of new spaces and people simple put is referred to as tourism. It is becoming a key factor in the global economic development. Its world influence is huge in multiplier relations (Archibong (2004).

Wanhill (2003) observed, there are local and global forces representing historical, political, economic, socio-cultural and technological factors that influence the tourism sector, and the interplay of these forces (environmental determinants) is the main cause of the sector's heterogeneity. Accommodation for instance covers hotels, guest houses, farmhouse accommodation, bed and breakfast establishments and composites; the human resources available needs improvements in their productivity through the use of technology, and training for efficient and management effectiveness. Most of the accommodation facilities (70%) are privately owned since after the strong push by the winds of privatization in the late 1990s; hence there is the challenge of human resources with the professional discipline within the sector.

Regardless of the insecurity worldwide, World Travel and Tourism Council (WTTC) in 2008, noted the enormous progress in global tourism as it added close to 10.3% of global gross domestic product; through an annual turnover of close to \$87 billion- US; and that the global travel and tourism sector cares for close to 234 million occupations which is near 8.7% of total global employment.

The possibilities from the tourism segment are there particularly in developing countries at the mercy of very bony sources for national revenue. Nigeria has tried to find a way into this industry in the contemporary years through the government and even non-governmental participants. Stakeholders range from the Federal and States Ministries of Culture, National Tourism Development Cooperation (NTDC), National Parks Commission, Nigeria Conservative Fund (NCF), local and foreign investors in the area.

Okpoko and Okpoko (2002) and Okpoko (2006) gave specific elements that influences tourism, hospitality development and personnel as the level of infrastructure and economic development in the Nigeria (transport – road, railway, water, and air; accommodation and communication); the amount of capital invested by private and public investors in that sector; aggressive marketing and sales promos; socio-political steadiness; and the mass of competent management and skillful personnel.

Personnel remain vital to the achievement of any business endeavor. When the exact quality of employees are not obtainable in a business undertaking, that business wavers, and dies. And that sector of the Nigerian economy remains weak. This paper looks at the staff needs of the hospitality and tourism industry in Nigeria and in what way this has affected development of the area.

Theoretical Framework

As a framework the paper is guided by the systems theory overview of organizations. It searches for holistic trends and the management methodology. Systems theory seeks to achieve integration and balance system in an organization. A key element of systems theory is it identifies the overall aim of the setup, ensuring the various component parts operates cohesively towards the aim and appreciating cycles which regulates its inputs and outcomes.

Ludwig Von Bertalanffy in proposed systems theory in the 40s, and promoted by Ross Ashby in 1964. It later evolved into various fields like, management, philosophy, organizational theory, sociology, among others.

Manpower Performance, Organizational Behaviour, Tourism and Hospitality Management

Human resource management or Personnel management has been defined in its rudimentary arrangement as the discipline that emphasizes on finding and possessing the finest personnel and centers on employees as the leading resource in any enterprise. The leading firms whether in the public or the private sector in the world are driven by great minds. To this end, Greer (2001) is of the opinion that human resource management aims primarily at ensuring that any given organization has in place, the people's capabilities and culture to support its strategic direction or objectives. Thus, human resource management is the process of getting the best work from each employee by providing the right incentives and job environment, all with the goal of meeting the objectives of the organization. Within this context, the Nigerian tourism industry aided by good policies and infrastructural development can be a money spinner for the economy, if and only if the industry is driven by the right kind of personnel in all its ramifications.

Tourism and hospitality in Nigeria has developed through various phases of our national history. At the governmental level, the development of tourist's facilities was taken in a planned manner from the colonial era. This was followed-up with the colonist laying the general ground-work to preserve our national arts and cultural heritage, as well as our natural forest and game reserves.

As earlier mentioned, Archibong (2004) sees tourism in Nigeria being centered largely on events due to the country's ethnic diversities and wide geographical features which include rain forest, savannah, waterfalls and other natural attractions. These were all in existence before the arrival of the colonist in the 18th century. The tourist sites in Nigeria including festivals and cultural celebrations (such as durbar festivals in the north; the Oshun festival of Oshogbo in the west; the offala festival in the east), the nation's national parks located in old Oyo, Yankari; Cross River, Kamuku and Kainji. And new ones at Gumti-Ghasaka, Mambilla Plateau Aso rock in Suleja, Kwa water falls in Cross River, and museums amongst many natural attractions, were preserved and developed for tourism purposes.

The industry by the estimates of the World Travel and Tourism Council (WTTC) (2007) put Nigeria's revenue related to tourism and travel at over \$10 billion

(US) dollars; and is approximately 6% of the nation's GDP per annum. The potentials are enormous in the terms of diversification of the Nigerian economy, but the tourism industry suffers from the country's epileptic power supply and archaic railways, poor roads and costly air travel and very recently terrorism. The human resources management aspect within the context of this study requires that we identify the manpower needs that can support the industry, and that can give to the stakeholders within the sector and to the government the highest returns on investments. Besides the tourism sites which have tourism guides and other operators who make up the workforce, the accommodation/restaurants and transportation sectors are identified as vital to the industry. As the transport sector in Nigeria is highly lopsided with most movement by roads, few by air, sea and rail. The use of the railway system which is solely owned by government has declined since the late 1980s and its deliberate usage in the tourism industry very minimal. The personnel involved in the transportation and accommodation sectors and the other support services of the tourism industry are most times in the private sector. The peculiarities of those involved are that they are highly underemployed in terms of wages, placement and conditions of service; there is a wide gap between workers who are undereducated and unprepared for jobs in the contemporary business environment and few thoroughly bred professionals in the hospitality and tourism industry; the absence of policy friendly conditions of services i.e. hiring, safety, unionization, compensation, health, pension standards, etc. The commercial cities of Lagos, Abuja, Kano, Kaduna, Port Harcourt, Aba, amongst others in Nigeria, which ought to have measures of standardized operations as per personnel in the tourism and hospitality industry are in reality very few and limited by international standards hence the need to look at the manpower needs of the tourism sector in Nigeria.

Findings, Conclusions and Recommendations

The observed distinctiveness of hospitality and tourism industry deliberated this paper, in conjunction with the manpower performance in the tourism industry in Nigeria shows a picture of the work environment full of doubts, and high labour turn-over. This invariably will leave a highly de-motivated workforce and in turn could lead to drop of revenue earnings in the sector which has the potential to diversify the Nigerian economy in the long run. The future of human resources

management in the development of the Nigerian hospitality and tourism industry should be anchored on the following:

Restoration of the 2006 Tourism Development Master plan, with the aim to incorporate it into Nigerian's national legislation as well as the establishment of the Nigeria a tourism bank.

Creation of professional training programs to transform the largely undereducated personnel in the industry to a formidable team.

Associate all training centers for the tourism and hospitality industry in the public and private sector to universities, polytechnics and monotechnics in Nigeria. This is aimed at standardizing input and output for best global practices. Encourage unionization and professionalization of personnel in the sector towards better conditions of service. This will reduce the levels mediocrity and ameliorate high labor turnover in the sector. This emphasis stems from the understanding that tourism is a high-touch, high-tech, high involvement industry where it is the 'people' that make the difference. To this end, the ability to witness the much expected diversification of the Nigerian economy through the tourism industry depends largely upon the skills, empowerment, training and knowledge of the human resources available in that particular sector of the Nigerian economy.

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