Basic Readings in
Hospitality
&Tourism
Management

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Dedication

To Associates, Members and Research Fellows of the International Institute for Policy Review and Development Strategies.

Acknowledgement

Table of Contents

List of Tables

List of Figures

CHAPTER ONE

Introduction To Hospitality And Tourism Management

The hospitality industry involves a broad categorisation of service industry within the service industry that includes lodging, event planning, recreation and leisure parks, transportation, cruise line, and additional fields within the tourism industry. The categorisations within the service industry include organisations such as hotels, restaurants, food service management, fast food, coffee shops and pubs, bars and nightclubs. It involves an array of job roles ranging from facility maintenance to direct operations (servers, housekeepers, porters, kitchen workers, bartenders, management, marketing, human resources etc). The industry offers a unique work environment that is dynamic and sociable. This introductory chapter will examine the following,

1.1   Meaning of Hospitality and Hospitality Industry
1.2   Components/Types of Hospitality Industry
1.3   Importance of Hospitality Industry

1.1   MEANING OF HOSPITALITY AND HOSPITALITY INDUSTRY

Hospitality is defined as:

1.   Cordial and generous reception of or disposition toward guests
2.   An instance of cordial and generous treatment of guests
3.   The act or practice of one who is hospitable; reception and entertainment of strangers or guests without reward, or with kind and generous liberality
4.   Kindness in welcoming guests or strangers.
5.   Common synonyms synonymous with hospitality include, accommodation, affability, amiability, cheer, companionship, comradeship, consideration, conviviality, cordiality, entertainment, friendliness, generosity, geniality, good cheer, good fellowship, heartiness, hospitableness, obligingness, reception, sociability, warmth, welcome (Barro, 1991).

Hospitality is a much better word than service to describe what is provided; words like cordial, generous reception, kindness, consideration and warmth say it equally well.

Hospitality refers to the relationship process between a guest and a host. It is also the act or practice of being hospitable, that is, the reception and entertainment of

guests, visitors, or strangers, with liberality and goodwill. Hospitality deals with the act of generously providing care and kindness to whomever is in need.

Hospitality Industry is defined as service of providing accommodation, food, beverage and recreational services like health club, spa and lot more to the guest. Hospitality industry is not only limited to the hotels but it also include Airlines, Cruise lines, Restaurant, Ancillaries etc.

In the hospitality industry career opportunities are not limited to one country. There are lots of hotels and restaurant chains which operate internationally. The industry provide jobs for hotels, restaurants, casinos, catering, resorts, clubs and any other service position that deals with tourists (Gbadebo, 2008).

1.2   COMPONENTS/TYPES OF HOSPITALITY INDUSTRY

Hospitality industry can be empirically divided into two parts:

7   Entertainment areas like clubs and bars, and

8   Accommodation. Accommodation takes the form of public houses, resorts, inn, campgrounds, hotels, hostels, serviced apartments, and motels. The clubs and bars category include restaurants, fast foods, and nightclubs.

The hospitality industry also includes tourism support commercial activities like airline cabin staff and travel agents. Travel technology like applied information technology (IT) and its workers in hospitality, travel and tourism are included in the hospitality industry. Corporate entertainment is also a very thriving activity amongst corporation (Egbaji, 2007),

1.   A hotel is an establishment that renders lodging in lieu of payment. This lodging is usually given in exchange for a specified predetermined amount of money. Modern hotel rooms come equipped with climate control and attached bathrooms. Higher end hotels offer guests internet connectivity within rooms and also throughout the premises. A combination of meals

and accommodation comes as a package in most hospitality establishments. Hotels are usually managed by professionally qualified managers. Junior workers usually maintain the hotel. Functions like cooking is usually done by professionally trained chefs (Groth, 1994).

2. Nightclubs are entertainment venues where dancing is accompanied by light snacks and drinking. Apart from service personnel like waiters and cooks, nightclubs employ disc jockeys (DJs) and stand up comedians as part its varied attractions

3. Fast-food restaurants now form a major part of the hospitality industry. These restaurants employ an optimal number of personnel for providing customer service. Food may also be sold from kiosks
   Corporate entertainment

4. refers to private events held by companies for clients, stakeholders or staff. It can be in the form of conventions or conferences where a large audience is involved. Or it can be small and more private affairs like company annual parties, away days and concerts etc (Groth, 1994).

1.3 IMPORTANCE OF HOSPITALITY INDUSTRY

The hospitality industry, especially the hotels provide travellers with shelter, food, refreshment, and similar services and goods, offering on a commercial basis things that are customarily furnished within households but unavailable to people on a journey away from home.

Hotels are important in various ways. Some of these are identified below,

1. The hospitality industry is important globally as providing the facility for recreation and entertainment, meeting and conferences and business transmission.

2. Functionally, hotels have also taken on many other functions, serving as business exchanges, centers of sociability, places of public assembly and deliberation, decorative showcases, political headquarters, vacation spots, and permanent residences.

3. Hotels contribute the output of goods and related services which build well-being of their nations and communities. Visitors spend in the hotels and contribute to the local economies directly and indirectly. When foreign visitors avail the facility of these hotels the foreign currency is earned through the visitor's payments.

4. Hospitality industry becomes the source of employment especially for the labours and management. Thousands of jobs are provided to locals as well as foreigners by these hotels in its different occupations.

5. Hotels are also an alternative source for the locals as amenities. Many hotels are the social centre of their communities (Medlik & Hadyn Ingram, 2002).

6. Another significant advantage of hotels is that it recruits people with few or no qualification and gives them chance to make progress. Hospitality is major source of income where this industry is established for the services and products in global market. For instance, according to British Hospitality Association more than 500,000 employees are engaged in the Hospitality industry of UK (Groth, 1994).

1.4 CHALLENGES AND PROSPECTS OF HOSPITALITY INDUSTRY MANAGEMENT

According to Wharton (2001), the hospitality industry is vast and very diverse. Any time people travel, stay in a hotel, eat out, go to the movies, and engage in similar activities, they are patronizing establishments in the industry. The management of such establishments is very challenging, as managers need to be

flexible enough to anticipate and meet a wide variety of needs. They must also handle tasks such as training employees, handling staff, setting standards, and so forth.

A study conducted by Cathy (2009) shows that human resources management issues were identified as the most troubling for property-level general managers and corporate executives. The study, administered in cooperation with the Center for Hospitality Research at Cornell University, identified a common set of shared problems that impede the ability of industry leaders to manage effectively. While economic, environmental, customer-need and operating cost issues surfaced from the open-ended questions in the survey, 64 percent of respondents from six different regions of the world reported human resource issues of attraction, retention, training and morale were their key areas of concern. The commonest challenges in hospitality management include,

1. Shortage of skilled employees: shortages of skilled employees or quality workforce in different skill levels affect effective service delivery in the hospitality industry.
2. Retaining quality workforce: for the already existing skilled workforce force, retention of the workforce through training and development in the hotel industry is a problem.
3. Epileptic power supply: this is another serious problem affecting the smooth functioning of the hospitality industry, especially in Nigeria.
4. Safety and security: the hotel is presupposed to be a safe place for customers. Robbery and the threat of terrorist attack remains a major concern for the industry. Hotel operators must make every effort to protect their guests while encouraging tourism.
5. Advances in technology: technology is also one of the main challenges for the effectiveness of hospitality businesses. Having agile systems with inbuilt and easy to adapt training for staff, appraisals and feedback based on

performance (could be measured through Information Technology Systems) can help in overcoming the staff turnover challenge.

6.   Poor customer service: this is the first point of call and most hotels fail at this level. The receptionists (from to security at the gate to the front desk and room service providers) approach towards a customer's creates a lasting impression in the mind of the customer. For most hotels, poor customer services affect its rating and further decline in patronage.

PROSPECTS

Of the identified challenges, the need for effective human resources is of growing importance. As the industry continues to grow, it needs to focus on its employees and their roles as service providers. The industry must attempt to devote more time and money to recruitment and training of its workforce in other to improve its service delivery.

Significantly also, the hospitality industry must do a better job of managing technology and addressing the challenges posed by new and changing technology. Specifically, the industry must align technology investment with business objectives, address aging and inadequate infrastructure (at both the corporate and the property levels); and learn to better utilize technology in marketing to guests, training employees, yield management, and meeting customer requirements.

1.5 THE CONCEPT OF CUSTOMER SERVICES IN HOSPITALITY MANAGEMENT

According to Groth, (1994), Service" is defined as (we will assume the customer is involved here):

1. Work done for others as an occupation or business
2. An act or a variety of work done for others, especially for pay

3. Assistance: help
4. An act of assistance or benefit
5. Offering services to the public in response to need or demand.

Given the above, Customer service, or customer hospitality as it is most preferred simply means going above and beyond the expectation of a guests. The job of a customer service provider is to make guest experiences unforgettable by providing an array of positive moments.

Customer service (hospitality or satisfaction) is a psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/service (Groth, 1994). It is giving guest what they want and possibly exceeding their expectations.

1.6 PRINCIPLES OF CUSTOMER SERVICE IN HOSPITALITY MANAGEMENT

According to Wharton (2001), some of the principles of customer service in hospitality management are,

1. Active Listening Can Do Wonders: Listening to customers has been a valuable practice used for many years in the hospitality industry. Over the years, major hospitality-related companies and hotel chains have realized the importance of listening to the wants and needs of each and every customer. The more the customers are heard and the more they are asked to offer feedback and give opinions of the services, the more opportunity a hospitality business has to grow.

2. Put Comfort at the Top of the List: Comfort can be provided in a variety of shapes and forms. An online hospitality management degree and the courses involved will advance one's understanding of guest comfort in every sense of the word. Comfort can mean anything from the safety and

security and local information that a guest is offered to the level of comfort with regards to accommodation, menu selections and available relaxation and spa services.

3.   Make Your Guests Feel Safe: Safety is considered one of the top customer service principles when it comes to running a successful hospitality business. When guests choose to stay at a hotel, dine at a new restaurant or try a new experience, there should be some level of safety and security offered to make guests feel safe at all times. Guests are much happier when they are told about their environment, what areas to avoid and what would be the top recommended choice to make in the case of an excursion, meal or local events.

4.   Provide Information to Your Guests: Another major customer service principle is the offering of information. Guests are happiest when they are informed. If you keep your guests informed about all the services that your establishment offers from the first booking, they will be able to make their own choices on how to enhance their stay or visit. Providing information is a customer service tool that will always be in need, and anyone who is studying an online hospitality management degree or working in the hospitality industry will learn this quickly.

5.   Always Exceed Expectations: It is extremely important to exceed the expectations of your customers. This means going above and beyond to make each customer's experience unique and special. This can be practiced through offering first-class services, doing something extraordinary for a guest or providing a guest with all the comforts of home. When you stand out as a service provider, your business is remembered, and your services will be recommended to future customers. This is where your customers actually start selling your business for you.

1.7   PERSPECTIVES IN TOURISM DEVELOPMENT

Detail assessment on the meaning, basic elements, nature, topologists, and structure of the tourism industry can be looked up in my Volume, "Economics of Tourism Development (2014). However, a brief outlook will be made here on the meaning, importance and relationship between the tourism industry and hospitality management.

1.8   MEANING OF TOURISM

Tourism is an activity done by an individual or a group of individuals, which leads to movement from place to place or it is a visit to a place or several places for the purpose of entertainment which leads to contact and awareness of other civilizations and cultures, also increasing the knowledge of countries, cultures, and history.

The tourism Industry covers anything that caters to visitors, from abroad, or even more locally. From Hotels, to tours of Museums, tours of places of special interest, tour guides of cities, leisure facility, specialist restaurants, sporting facility, even the publication of maps.

Tourism is the temporary movement of people to destinations outside their normal places of work and residence. Thus the two phenomena overlap: tourism can be seen as a form of leisure that takes place away from home. However travel for non leisure purposes is also often included in tourism, for example business and conference travel-but even these travellerss generally make use of leisure facility at their destinations, often mixing business and pleasure (Mathieson and Wall, 1982).

Tourism is the travel for recreational, leisure, family or business purposes, usually of a limited duration. Tourism is commonly associated with trans-national travel, but may also refer to travel to another location within the same country. The

World Tourism Organisation (WTO) (1997) defines tourists as people "travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes".

1.9 IMPORTANCE OF THE TOURISM INDUSTRY

The tourism industry is significant in various ways. Some of these are mentioned below,

1. Sources of foreign exchange earnings: Tourism industry is one of the most influential economic industries in the world.

2. Employment Opportunities: Tourism industry is also one of the influential sectors. It generates employment opportunities. It provides employment to unskilled, semi-skilled and skilled manpower. Tourism development creates domestic employment and promotes craftsmanship.

3. Sources of public as well as private income: Tourism industry is the source of income for both public also well as private sector government charges tax, sales tax, service tax etc. which is known as government revenue is the income of public. And handicraft, arts etc are the things that attract tourist and most of them buy them and the seller makers some profit which is called private income.

4. Preservation of Cultural Heritage and Exchange: Tourism industry facilitates the development, preservation and cultural exchange by tourist. Cultural exchange is made possible through tourism development. Tourists carry over various cultural concepts of other countries where they visit. Local people can learn their language, art, skill, culture etc and vice versa.

5. Infrastructure development: This is another advantage of tourism industry. The operations and sustainability of the tourism industry requires the development of infrastructural facility and this further promotes socio economic development, especially in rural communities.

6.   Biodiversity conservation: Conservation of flora and fauna is an important feature of tourism industry.

1.10 RELATIONSHIP BETWEEN TOURISM AND HOSPITALITY MANAGEMENT

The terms tourism and hospitality are co-related and grouped together as a single industry. However these both hospitality and tourism industries are viewed as two individual sectors. There exist overlapping differences between these two. Tourism is defined as the persons travel and goes for the places outside of their usual environment for less than one year to accomplish their business purpose and for leisure. Hospitality is the provision of the accommodations, venues, meals and drinks to those people who are out of their homes. Both of these industries cover the restaurants, accommodations, hotels and other exhibition activities. In this way we have made a clear difference between two overlapping industries.

Hospitality is the action of being hospitable. In other words, welcoming, helpful and providing a service to someone who is visiting. Hospitality therefore, is perhaps most important in tourism and leisure because it provides the personal touches to hospitality services.

Whether working as a receptionist at a big hotel, a waiter in a restaurant or the proprietor of a bed and breakfast, if the person is friendly and helpful then it can often make up for small issues which otherwise might be blown out of proportion. Being respectful and providing for the needs of guests, where appropriate, is a key part of the job of someone in the tourism industry. While this may be done from the point of view of etiquette, if the person is genuinely personable and interested then it can make a huge difference.

Hospitality is a term that can be judged in many different areas of the tourism industry, from the initial arrival and transport arrangements through to food and

beverage service and accommodation provided. It should not be forgotten that hospitality extends to the departure as well; when a guest is leaving it is important to leave a good last impression since all your good work can be ruined at this stage.

REVIEW QUESTIONS
1.   Define the terms Hospitality and Hospitality Industry
2.   Mention the basic components of Hospitality Industry
3.   What are the challenges of Hospitality Industry Management?
4.   Define the term Customer Services and mention it principles
5.   Identify the relationship between Tourism and Hospitality Management

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CHAPTER TWO

Historicity of Hospitality and Tourism Regulations

The development and growth of the hospitality industry has spanned over the years. In Nigeria, this development has been characterized by laws and regulations. Chapter two will examine basic historical milestones in tourism development and fundamental regulations in Nigeria. It will be organized as follows,

2.1   Historical Milestones in Hospitality
2.2   Origin of the Nigerian Tourism Industry
2.3   Tourism and Hospitality Regulations In Nigeria

2.1   HISTORICAL MILESTONES IN HOSPITALITY

We identified earlier in Chapter one that the hospitality industry is defined as service of providing accommodation, food, beverage and recreational services. Though not limited to the hotels, hotel services constitute one of the primary and perhaps greatest segments of the hospitability industry. Greater part of the history of hospitality is defined within the framework of the development in hotel business.

Hotels in the Early Republic

Historically, as cited from Vault Career Intelligence (2014), hotels have been in existence for as long as people have needed to travel distances requiring an overnight stay. These structures were built along trading routes followed by travellers long before the first roads were built. The earliest lodging places, called inns, most likely offered little more than a sheltered area, usually by a source of water. In many parts of the world, it was the custom for people to offer their homes as a resting place for weary travellers. In the past, Muslim inns were called manzils, meaning "the place where the traveller descends." Religious structures also provided lodging for the travelling faithful. Biblical references to inns, such as the one encountered by Mary and Joseph, were known as khans. In France, inns were called cabarets, buildings with many rooms, or hotelleries, from which the word hotel was derived (Boorstin, 1965).

As the Roman Empire expanded more than 2,000 years ago, the first great system of roads was constructed and travel became more frequent. Inns sprang up to accommodate the large numbers of travellerss going from town to town. Later, travellerss could also find lodging at monasteries. Eventually monasteries developed separate dormitory lodgings for such visitors, and it was the regular responsibility of some of the monks to tend to the guests' needs. The Le Grand Saint Bernard Hospice in the Swiss Alps, featuring the famous St. Bernard dogs, was founded in 961 A.D. by Augustinian monks specifically as an inn for travellerss. This huge stone structure was one of the earliest identified inns and had up to 80 beds and could shelter a total of 300 persons (Boorstin, 1965).

Hotels and inns began to flourish in England in the middle of the 14th century. Roads were improved and travel increased, giving rise to more inns, many of which offered meals in addition to lodging. By 1446, there were enough establishments to warrant the English government's regulation of the profession, and this did

much to establish standards for comfort and cleanliness. In England, some inns of the 15th and 16th centuries were noted for their lavish rooms.

Groth (1994) maintained that the first American hotels were built in the cities of the Atlantic coast in the 1790s, when elite urban merchants began to replace taverns with capacious and elegant establishments of their own creation. They hoped thereby to improve key elements of the national transportation infrastructure and increase the value surrounding real estate, while at the same time erecting imposing public monuments that valorized their economic pursuits and promoted a commercial future for the still agrarian republic. Unlike earlier public accommodations, hotels were impressive structures, readily distinguishable as major public institutions due to their tremendous size, elaborate ornamentation, and sophisticated academic styles.

They were often designed by important architects like James Hoban, Charles Bulfinch, and Benjamin Latrobe. Hotels also had a distinctive internal arrangement incorporating grand halls for the use of the public and featuring dozens of bedchambers, which for the first time offered private space to all guests. Building on such a massive scale was tremendously expensive, and hotels cost from eight to thirty times as much as had been spent on even the finest taverns.

Early hotels quickly became important centers of politics, business, and sociability. The City Hotel in New York, for example, became the center of the Gotham elite's business pursuits and elegant society balls, and Washington's Union Public Hotel housed the U.S. Congress in 1814–1815 after the British army destroyed part of the Capitol. The first generation of hotel building

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[1]Facts on the Historicity of Hotels are cited with permission from "Vault Career Intelligence" (2014), http://www.vault.com/industries-professions/industries/hospitality.aspx.

continued into the first decade of the nineteenth century before being brought to a close by the financial failure of many of the first projects and the economic disruptions surrounding the War of 1812 (Harris, 1990).

Nineteenth-Century Hotels

A second period of hotel construction began around 1820, driven by the American transportation revolution. Steam navigation and the coming of the canal age, especially the opening of the Erie Canal in 1825, extended the range of movement along the nation's internal waterways and greatly increased the volume of travel in America. Urban merchant-capitalists constructed a new generation of hotels as part of their mercantilist strategy to claim expanding economic hinterlands for their cities and states. The first of these hotels appeared in leading commercial centers along coastal trade routes, beginning with Baltimore's City Hotel (1826), Washington's National Hotel (1827), Philadelphia's United States Hotel (1828), and Boston's renowned Tremont House (1829). These were followed by similar establishments built at key points along the Ohio and Mississippi rivers, notably Cincinnati's Pearl Street House (1831), Louisville's Galt House (1834), and the St. Charles in New Orleans (1837). These and other second-generation American hotels were much larger and more numerous than their predecessors and established the rectilinear, city-block hotel as a set architectural form that would be repeated in locations all across the growing nation. This phase of hotel development was brought to a close by the prolonged depression that followed the panic of 1837 (Boorstin, 1965).

The third generation of hotels was catalyzed by the rapid growth of the American railroad system in the decades after 1840, a development that freed long-distance travel from the limitations of the river system and recon-figured the nation's

transportation network along an east-west axis. Hotels continued to multiply in the East and also proliferated along the advancing frontier of settlement, rising over the prairies and plains in the 1840s and 1850s and appearing in the mountain West in the 1860s and 1870s.

The westward advance of hotel construction soon linked up with a counterpart that had originated with Anglo settlement of the Pacific coast and extended eastward. By the time of the centennial, America boasted both a transcontinental railroad and a continental hotel network. Hotelkeepers had meanwhile come to see their operations as constituting an integrated national system. In the 1840s, they embraced new theories and methods of hotel management based on closer supervision and regimentation of employees and regularized contact among managers. In the 1850s, hotel proprietors began to organize their first local trade associations, and in the 1870s they established specialized publications like Hotel World and the National Hotel Gazette that served the industry nationwide. Visitors from overseas constantly commented on the size, extent, and excellence of the nation's hotel system, revealing that as early as midcentury, the American hotel had surpassed the hostelries of Europe and become the leading international standard for public accommodation (Sandoval-Strausz, 2002).

Hotel development also involved diversification of hotel types. Most early hotels had been large urban luxury establishments, but newer variants quickly emerged. Resort hotels, designed to accommodate the rising tide of tourists, were built in scenic rural landscapes far from the cities where the hotel form had been born. Commercial hotels, more simply furnished and less expensive than the luxury variant, served the growing ranks of traveling salesmen and other commercial workers set in motion by the burgeoning economy. Railroad hotels were built at regular intervals along track lines to provide passengers and crews with places to eat and rest in the decades before the introduction of sleeping cars.

Residential hotels, dedicated to the housing needs of families increasingly unable to afford private houses in expensive urban real estate markets, served as the prototypes for apartment buildings. And a frontier hotel form, characterized by wood construction, whitewash, and tiered porches, was built in hundreds of new settlements where travellerss and lumber were common but capital was scarce. These and other hotel types soon far outnumbered luxury hotels, though the latter variety received the most attention from journalists, authors, and printmakers, and therefore tended to stand for all hotels in the popular imagination.

Hotels were vital centers of local community life in American cities and towns. Their role as important public spaces was in part a continuation of traditional uses of taverns, one that was further amplified by hotels' conspicuous architecture, central location, spacious and inviting interiors. Merchants and other businesspeople continued to use hotel space for offices, commercial exchanges, and accommodations, but the popular uses of hotels far transcended their economic function. Well-appointed hotel parlors and ballrooms were favored venues for card parties, cotillions, and other sociable events that involved seeing and being seen in refined public settings.

By the same token, voluntary associations ranging from debating societies to ethnic brotherhoods and charitable organisations regularly hired hotel assembly rooms and dining halls for their meetings and banquets. Hotels also became major loci of political activity. Political parties and factions often set up their headquarters in hotels, where they held caucuses and made nominations. Hotels served as important public forums, a fact revealed by the large number of published images of political figures making speeches from hotel windows and

balconies, hobnobbing in lobbies, and raising toasts in crowded halls. Indeed, such was the political importance of hotels that they were often attacked in periods of domestic strife. The Civil War era, for example, was marked by the burning or cannonading of numerous hotels by Southern sympathizers.

Hotels also extended their influence over distances because they functioned as a powerful system of cultural production and diffusion. Their role in accommodating travellerss made hotels into a frontier between individual communities and the world beyond, with hotel guests acting as cultural emissaries who carried new ideas about aesthetics and technology along the routes of their journeys. Innovations in interior decorative luxury were among the ideas most commonly transmitted. Hotelkeepers spent heavily on refined furnishings as part of their efforts to attract guests, and in so doing transformed decor into a showcased capital good. Because a hotel could afford to spend far more on amenities than a private family could, its interiors constantly tempted guests to emulate a higher standard of living. For example, Midwestern travellerss who stayed at fine hotels in St. Louis or New York City, were impressed with the elegance of their surroundings and sought to reproduce them back home in Illinois, Iowa, and Nebraska.

Hotels similarly became showcases for household and communications technologies. Indoor plumbing, central heating, elevators, and gas and electric lighting first saw wide public use in hotels, as did the telegraph and the telephone. Authors from Stephen Crane to Bret Harte recognized the ways in which hotels were setting a new pace in American life, and in his classic The American Scene (1907), Henry James found himself "verily tempted to ask if the hotel-spirit may not just be the American spirit most seeking and most finding itself" (cited in Wharton, 2001).

Hotels in the Age of Auto and Air Travel

The rise of the automobile in the early twentieth century reordered the nation's transportation regime and marked the beginning of a new hotel age that lasted for more than two decades. The nineteenth-century American hotel system had been predicated upon long-distance, point-to-point, steam-driven water and rail transportation, and the gradual transition to automobilist wrought major changes in the hotel industry. In an effort to secure the patronage of drivers, existing hotels added parking facility, and new establishments incorporated them into their building plans. Other developers created the motor hotel, or motel, a new hotel variant which, instead of being located in cities and other travel destinations, was typically sited on inexpensive land along the roads in between. The automobile also influenced the hotel industry in construction and management techniques, as Fordist mass production fostered a corresponding drive for standardization and scale in hotels. E. M. Statler was the foremost figure in this cause.

In 1908, he opened the first chain of hotels dedicated to his belief that hospitality should be made as similar as possible in every location. Statler's success with a business model based on cost cutting and scientific management made him the leading hotelier of his time and an important influence upon twentieth-century hotel administration. By 1930, as the Great Depression was putting a definitive end to this period of hotel building, the Census Bureau counted more than 17,000 hotels in the United States.

The American hotel industry expanded at a previously unseen pace following World War II. The three-decade economic boom of the postwar years increased the incidence of commercial travel and sent incomes soaring, and the success of organized labor distributed wealth more evenly and made paid vacations a reality for millions of workers. Meanwhile, the creation of the interstate highway system

and the emergence of safe and reliable passenger aircraft made travel easier and more broadly subscribed than ever before. Hotels emerged as an important terrain of struggle in the conflictual domestic politics of the era. When civil rights activists demanded an end to racial discrimination in public accommodations, the special legal status of hotel space became a crucial consideration in the litigation strategy of the National Association for the Advancement of Colored People (NAACP). It was no coincidence that the constitutionality of the Civil Rights Act of 1964 was definitively established by the Supreme Court's ruling in Heart of Atlanta Motel v. United States.

Hotels were similarly implicated in international politics. Americans ventured abroad in increasing numbers during the postwar years, and the nation's hotel industry expanded globally in order to accommodate them. In the context of Cold War geopolitics, American-owned hotels in foreign countries also served as exemplars of the benefits and vitality of capitalism. Conrad Hilton in particular spoke of his company's overseas properties, particularly those along the Iron Curtain, as valuable assets in the fight against communism. In a world simultaneously divided by politics and connected by transportation, hotels were important symbolic sites.

The American hotel industry benefited greatly from the uneven prosperity of the 1980s and 1990s and entered the twenty-first century as a large and fast-growing segment of the national economy. The hotels of the United States employed well over 1.4 million people and collected more than $100 billion per year in receipts. They formed a dense network of 53,000 properties comprising some 4 million guest rooms nationwide. Internationally, the industry operated more than 5,000 overseas hotels with over half a million rooms.

From its beginnings as an experimental cultural form, the American hotel became a ubiquitous presence on the national landscape and developed into an immense

and vital national industry. The hotel system transformed the nature of travel, turning it from an arduous and uncertain undertaking of the few into a predictable and commonplace activity of the many. On the way, the hotel became instrument, ornament, symptom, and symbol of America's continental and international empire. And for most countries, this trend applies.

Implication of the Trends

As documented by Vault Career Intelligence (2014) and cited here with permission, the following historical implications are assessed,

1.   One trend in the hospitality industry of the last several decades has been toward consolidation. Today, more than 50 percent of the hotel and motel beds in the United States are controlled by about 25 companies. In 2013 Hospitality Net reported the top 10 hotel companies (in descending order) were Intercontinental Hotel Group (Holiday Inn, Holiday Inn Express), Hilton Worldwide (DoubleTree, Embassy Suites, Hampton Inn, Hilton), Mariott International, Wyndham Hotel Group (Ramada Inn chain, Travelodge, Days Inn), Choice Hotels International (Clarion, Comfort Inn, Econo Lodge, Quality Inn), Accor North America (Red Roof hotels, Motel 6, Club Med), Starwood Hotels and Resorts Worldwide (Sheraton, W Hotels, Westin), Best Western International, Home Inns, and Carlson Hotels Worldwide (Radisson, Regent International Hotels), based on research by MKG Group.

2.   A second trend in the hospitality industry is the growing popularity of bed and breakfasts (B&Bs), which offer a personal touch to the tourist or businessperson tired of staying in often impersonal chain hotels and motels. B&Bs are usually private homes, farmhouses, or other historic or period buildings with a small number of rooms. The most successful B&Bs are pleasant and homey creations, where the friendly touch of the owners makes each visit a personal and memorable experience for travellerss.

3.   A third trend in the hospitality industry has been the construction of increasing numbers of retirement communities. As people live longer, and retire with more wealth, these self-contained communities offer private homes clustered around meeting, recreation, and dining facility.

4.   In the past, hotels and motels were set up primarily to serve the wealthy travellers or the person going from place to place. Today, with places such as Disney World, Universal Studios, Club Med, and others, many hotels are no longer simple places to stay while visiting a certain location. They have become travel destinations in themselves.

2.2   ORIGIN OF THE NIGERIAN HOTEL INDUSTRY

According to Trevor (2013), the origins of the modern Nigerian hotel industry date back to 1942 with the opening of the Lagos Airport Hotel, then a small "pub with rooms" operation but today one of the largest hotels in the city. The 1950s saw the opening of hotels such as the Bristol Hotel (1956) and the Federal Palace (where Nigeria's Declaration of Independence was signed) amongst others. More hotels opened across the nation in the 1960s and 1970s, including the Hotel Presidential in Port Harcourt in 1963, the Eko Holiday Inn (1976), the adjacent Eko Hotel in 1977, the Festac 77 Hotel in 1977 and the three Gateway Hotels in Abeokuta, Ijebu-Ode and Ota in 1979. Most of these hotels were developed by the government, in the absence of capacity in the private sector of this new nation.

The oil boom of the 1980s brought high demand for hotel rooms, and three significant hotels opened in this period, the Sheraton Ikeja in1985, the Hilton Abuja in 1987 and the Sheraton Abuja in 1988. No other branded hotels opened for over a decade, when the Accor group opened its first hotel in Lagos,the 44-room Sofitel Moorhouse, in 1999.

After the oil-related boom, demand dropped considerably in the mid-1990s, as Nigeria's military government was isolated from the international community. The country's return to democratic rule in 1999 saw a resurgence in demand, as improved economic and political stability resulted in an improved business environment, and encouraged foreign and local investment in infrastructure, oil & gas and telecommunications, amongst other sectors. Beginning in 2001 there was an influx of regional and international chains, commencing with Protea, who now have 12 hotels open and under development in Nigeria.

The Nigerian hotel industry was not significantly affected by the 2008/2009 global economic crisis. Regional and internationally branded hotels continued to open, primarily in Lagos but also in Abuja and Port Harcourt, three of the largest cities – the commercial, political and oil capitals, respectively. However, regardless of the growth in the travel and tourism industry, and the great potential it has for contributing to Nigeria's economy, specifically job creation, the nation is yet to fully embrace the industry as a major economic player and a source of national income. Presently, the travel & tourism accounts for just 3 per cent of GDP, while the hotel & restaurant sub-sector contributes a mere 0.55 per cent.

The Nigerian Hotel Industry
Whilst there has been rapid growth in the Nigerian hotel industry in the last decade, it is still in its infancy. Virtually all of the growth, specifically in branded hotel products, has been in Lagos, and the "second wave" is likely to be more focused on other cities. Best Western and Protea already have hotels outside of the "Big Three" cities, and Park Inn by Radisson, Four Points by Sheraton and Hilton

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[2]The review on THE HISTORY OF THE NIGERIAN HOTEL INDUSTRY is adapted with permission from the work of Trevor Ward, Managing Director, Lola Udabor, Consultant W Hospitality Group-Lagos, Nigeria, December 2013, www.w-hospitalitygroup.com.

Garden Inn are due to open in Abeokuta, Owerri, Benin City, Ibadan and Uyo over the next few years.

The country's return to democracy in 1999 brought stability and new FDI, as well as local capital investment, thereby generating greater demand for hotel services. In the 2000s, demand increased faster than supply, and the main players in the industry enjoyed very high occupancies (with a peak of over 80 per cent in 2008) and average daily rates (ADR), with STR Global ranking Lagos second only to Paris in terms of ADR.

Alongside the development of new branded hotels, such as the Southern Sun and Radisson Blu in Lagos, and the Hawthorn Suites in Abuja, a plethora of substandard hotels and guest houses also entered the market, a symptom of an immature but growing market, with an evident lack of professional know-how in both the development and operation of these properties. With a few exceptions, the unbranded hotels offer lower product quality and service standards than the branded hotels, which have noticeably "raised the bar".

Rack rates at the country's hotels are high, with the lowest published rates in the leading hotels quoted at US$555 (Sheraton) in Lagos, US$419 (Transcorp Hilton) in Abuja and US$381 (Le Meridien) in Port Harcourt.

Demand for hotel accommodation in Nigeria is generated mostly by the corporate sector, with conference and meetings demand a close second. Whist there is some (mainly seasonal) domestic leisure tourism; there is verylittle international tourism, the exception being the Nigerian Diaspora returning to the country during school holidays and other periods.

The main market sectors for hotel accommodation are:

1.   Corporate travel: whilst in Lagos, Abuja and Port Harcourt there is a significant amount of demand generated by international travellers (and all three cities have European and other international flights), the majority countrywide is domestic business travellers. In Abuja, the main reason to travel is to do business with government.

2.   Meetings & Conferences: The meetings and conference market in Nigeria is predominantly domestic, with some international delegates attending events in Abuja and Lagos. Demand is generated by the professional associations (of which there are many, organized and generating demand on a national and regional level), government, companies (especially those in the financial, oil & gas and education sectors), NGOs and the social sector, with events ranging from music concerts, fashion shows, award ceremonies and weddings.

3.   Domestic leisure tourism: during holidays and the festive season, demand is generated by Nigerians in the Diaspora, as well as those resident in Nigeria travelling to their home town. There is an increasing trend for this market to use hotel accommodation, rather than staying with friends and relatives. There are only a very few destination resorts in Nigeria, with an estimated total of fewer than 1,000 rooms between them.

4.   Cultural festivals: Nigeria has several well-known festivals such as the Eyo festival in Lagos, the Osun-Oshogbo festival in Oshogbo, the Igue festival in Benin, the Argungu Fishing festival in Kebbi State, the Katsina Durbar, Riv-fest in Rivers State and the Calabar Festival, amongst others. A small number of international visitors attend these events.

5.   Religious tourism: The Nigerian Tourism Development Corporation (NTDC) has highlighted the growing number of people who travel to and within Nigeria to attend the annual conventions of the mega-churches. A survey carried out by the NTDC revealed that the large evangelical churches such as Redeemed Christian Church of God and Mountain of Fire Ministries attract more than 15 million people to their prayer grounds during their December congresses.

The Nigerian hotel industry has great potential as well as challenges. However, developers and operators are overcoming these challenges, and are moving forward with new hotel projects, not just in the main cities but also in the some of the State capitals. With the view of entering into or increasing their presence in high-growth markets, the international hotel chains are increasingly venturing into Africa, with a focus on Sub Saharan Africa; Nigeria is definitely on their radar.

Amongst the international and regional hotel chains, their largest development pipeline in Africa is in Nigeria, with a total of 49 hotels and 7,470 rooms scheduled to open by 2017. In sub-Saharan Africa, the next largest pipeline is in Kenya, with 11 hotels and 1,469 rooms - just 20 per cent of that planned for Nigeria.

2.3   TOURISM AND HOSPITALITY REGULATIONS IN NIGERIA

Tourism development and indeed hospitality business is assuming a very important dimension in the Nigerian economy with new entrant springing up by the day. This growth is marked by certain institutional rules and regulations.

The objective of tourism and hospitality development and promotion in Nigeria continues to meet with minimal success due to lack of basic infrastructure and enlightenment on the economic, social, political and health benefits of tourism

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[3]Legal Alert (2014), published by Oserogho & Associates. http://www.oseroghoassociates.com/articles/
67-tourism-hospitality-regulations-in-nigeria

and the hospitality industries. Nigerians prefer to travel overseas for their vacation and health care needs to the disadvantage of the very large tourism potential in Nigeria. To address this problem, the Nigerian government enacted another Tourism Law to promote, develop and regulate tourism and hospitality businesses in Nigeria.

Nigerian Tourism Development Act, 1992

The Nigerian Tourism Development Corporation Act established the Nigerian Tourism Development Corporation (NTDC) as the statutory authority empowered to promote, develop and regulate tourism and hospitality businesses in Nigeria. NTDC is also required by statute to among other things encourage people living within and outside Nigeria to take their holidays in Nigeria, in addition to encouraging the provision and improvement of tourism amenities and facility in Nigeria. The latter responsibility includes the encouragement of the development of Hotels and their ancillary facility necessary to promote tourism.

It is also the statutory responsibility of NTDC to register, classify and grade tourism, hospitality, travel agencies and tour operators' establishments in Nigeria. The Hotel Inspectorate Division of NTDC is charged with this responsibility of registering, classifying, grading and monitoring Hotels and other Hospitality businesses in Nigeria. Annexed to the NTDC Act is the Hospitality and Tourism Establishments (Registration, Grading and Classification) Regulations. NTDC has the power to suspend or revoke a certificate of registration. The exercise of this power can however be appealed against, administratively and judicially.

States & Local Governments Tourism

All the thirty-six (36) States in the Federal Republic of Nigeria are required to have a State Tourism Board. Each State Tourism Board has the responsibility of assisting NTDC in the implementation of the promotion and development of tourism, in its entirety in that State, to the benefit of the entire Federation of Nigeria.

Each Local Government Area in each of the thirty-six (36) States of the Federal Republic of Nigeria also has established for them, statutorily, a Local Government Tourism Committee (LGT Committee) which has the responsibility of recommending to the NTDC Tourism Board, tourism projects in that local government area for the enhancement of tourist attractions, the preservation and maintenance of monuments and museums, among other functions.

NTDC Inspectors & Cooperation of Hospitality Establishments

All proprietors and managers of hospitality and tourism establishments are required by the NTDC Act to provide full cooperation to NTDC Inspectors in the discharge of their statutory duties. Where any person, whether a proprietor, proprietress, owner, manager, agent, employee or whosoever described delays or obstructs an inspector or fails to provide the required information or cooperation in the execution of the Inspectors statutory duties under the NTDC Act, such a person commits an offence which on conviction carries a fine of N1,000 or a term of imprisonment of one month, or to both the term of imprisonment and the fine.

Hospitality & Tourism Establishments
(Registration, Grading & Classification) Regulations, 1995

No person is authorised, under any circumstances, to operate a hospitality or tourism establishment unless he or she has applied for and obtained and remains in possession of a current NTDC certificate of registration specifying the owner of the establishment where the hospitality or tourism business is carried on, the premises, etc. The only exception to this NTDC registration rule are premises used exclusively for boarding persons in religious, educational or charitable institutions, charitable places for the handicapped persons and children, private houses, furnished apartments used for residential periods not exceeding one month, government guest houses and lodges, etc.

The owner of a hospitality and tourism establishment must within sixty (60) days from the date of its commencing business operations apply to NTDC for an annual renewable registration, classification or re-classification of its hospitality or tourism establishment. The application for registration, classification or re-classification must be accompanied by the prescribed NTDC fees and such other documents as may be reasonably required by NTDC.

Every NTDC certificate of registration expires on the 31st day of December of the year in which the NTDC certificate was issued. The Owner of every hospitality or tourism establishment is mandatorily required to display its NTDC certificate of registration in a prominent place at its reception desk. The owner of such an establishment is also required to display outside its premises, the sign provided by NTDC indicating the name of the establishment, its classification and grading status. Any owner or manager who uses a star or crown sign other than as classified or graded by NTDC commits an offence which on conviction attracts a fine of N5,000. Also, any owner or manager who fails to apply for NTDC registration within sixty (60) days of its commencement of operation is liable on conviction to a fine of N5,000 in the first instance and a further penalty ranging from N1,000 to N2,000 for every week, after the period of registration has expired and registration is not affected.

All owners of every tourism and hospitality establishment involved in charter or tour services are also required to register their establishment with NTDC in addition to obtaining from a reputable insurance company a business guarantee bond in the minimum amount of N500,000 against all fiduciary liabilities of such an establishment.

Checklist for NTDC Hospitality & Tourism Establishments Registration

Subject to such additional requirements as NTDC may prescribe, the following must be presented for registration to be considered: -

(a)   NTDC Application form and fees;

(b)   Completed registration documents;

(c)   Evidence of good character and capability of operating or managing a hospitality or tourism establishment;

(d)   The Hospitality or tourism premises is structurally adapted to the Hospitality or Tourism business;

(e)   Proper sanitation is provided in the designated premises;

(f)   Uninterrupted electricity, portable water, proper fire fighting equipment and adequate security must be provided;

(g)   Proper provision is made for the storage, preparation and serving of food;

(h)   The premises complies with health requirements in force in Nigeria;

(i)   The establishment will be conducted in an efficient manner;

(j)   The premises will not harbour criminals.

NTDC continues to publish the advantages of tourism to the people living within and outside Nigeria. The infrastructure deficiencies in Nigeria however remain a great challenge in reversing an otherwise deteriorating culture and apathy to tourism generally in Nigeria. The State and Local Government areas tourism bodies are not visibly functional to assist NTDC in covering a country with a vast land mass as Nigeria. The efforts of NTDC and private investors will be greatly enhanced if these problems are resolved (Legal Alerts, 2014).

REVIEW QUESTIONS

1.   Attempt a brief assessment of historical milestones in hospitality

2.   Explain briefly the origin of the Nigerian Tourism Industry

3.   Mention the Tourism and Hospitality Regulations in Nigeria

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CHAPTER THREE

Introduction to Hotel Management

D iscussions in Hotel Management is usually very broad, involving several issues such as food safety management, food service equipments, kitchen essentials, snacks, sauces and soups, reservation process, revenue management, guest stay/ departure information, housekeeping management, housekeeping inventory, customer service, career development and so on. The list is usually unending, depending on the focus of the author. This chapter is an introductory assessment of basic elements in hostel business. Issues examined are listed below,

3.8   Asset Management Services in Hotels
3.9   The Goal / Importance of Asset Management
3.10   Forms of Hotel Asset Management

3.1   DEFINITION OF HOTEL

A hotel is structured organisation set up to meet certain specific objectives which include to maximize revenue through efficient room occupancy; to maximize food and beverage revenue with excellent meals, to earn from other minor department as well as to give safe and quality service to its clients (Fosket & Ceserani, 2007).

A hotel is an establishment providing accommodation, meals, and other services for travellerss and tourists, by the night. It is a commercial establishment providing lodging, meals, and other guest services. Sometimes referred to as Motels, a motel is a small-sized lodging with fewer facility compared to hotels. Both are established to provide lodging paid on a short-term basis. Facility provided may range from a basic bed and storage for clothing, to luxury features like en-suite bathrooms. Larger hotels may provide additional guest facility such as a swimming pool, business center, childcare, conference facility and social function services. Hotel operations vary in size, function, and cost (Lundberg, 1994).

3.2   GENERAL CLASSIFICATION OF HOTEL INDUSTRY

Hotels could also be classified as motel, or a resort and other forms, depending on its size, location (like resort hotels), available facility and range of activities. However, in a larger sense, classifications of hotels are done on the basis of standards as stars. This is briefly explained below,

1.   One Star Hotels – The hotels with most basic facility and small number of rooms are grouped under one star hotel category. Mostly located in remote areas, these hotels are best when customers are looking for cheapest available accommodation option.

2.   Two Star Hotels – This type of hotels are most available in the small cities and in the particular areas of larger cities. Two star hotels provide all the basic facility needed for general accommodation and offer the lowest prices.

3.   Three Star Hotels – This is the third categorisation of hotels. Three star hotels are mainly economy class hotels located in the bigger and smaller cities. These hotels are value for money and gives good accommodation and related services in the reduced price.

4.   Four Star Hotels – Four star hotels provide all modern amenities to the travellers with a limited budget. Quality of services is almost as high as five stars and above categories.

5.   Five Star Hotels – The most luxurious and conveniently hotels are grouped under Five Star Deluxe categories. Five Star Hotels are globally competitive in the quality of services provided, facility offered and accommodation option. These are the top of the line hotels located mostly in big cities. These hotels provide all the modern facility for accommodation and recreation matching international standards in hospitality.

3.3   NATURE AND SCOPE OF FUNCTIONS IN A HOTEL INDUSTRY
According to Barrett (2000), the primary purpose of hotels is to provide travellers with shelter, food, refreshment, and similar services and goods, offering on a commercial basis things that are customarily furnished within households but

unavailable to people on a journey away from home. Hotel today not only cater to the basic needs of the guest like food and shelter but provide much more than that, like personalized services etc.

Bevan (1991) noted that most early hotels had been large urban luxury establishments, but newer variants quickly emerged. Resort hotels, designed to accommodate the rising tide of tourists, were built in panoramic rural landscapes far from the cities. Commercial hotels, more simply furnished and less expensive than the luxury variant, served the growing ranks of travelling salesmen and other commercial workers set in motion by the expanding economy. Railroad hotels were built at regular intervals along track lines to provide passengers and crews with places to eat and rest in the decades before the introduction of sleeping cars. Residential hotels, dedicated to the housing needs of families increasingly unable to afford private houses in expensive urban real estate markets, served as the prototypes for apartment buildings (Okungbowa, 2005).

3.4   BASIC PRINCIPLES OF HOTEL MANAGEMENT

Management basically deals with all the persons concern with the responsibility of managing an organisation. It is the art of getting things done through and with people in formally organised groups. To manage is to forecast and to plan, to organise, to command, to co-ordinate and to control. Like most non profit and profit oriented organisations, management techniques and processes form the basic principles for hotel management. Most commonly used principles include,

1.   Planning- this involves organising ideas, forecasting and setting targets and policy formation in running the hotel from time to time and there must be claraity and objectives of purpose. Planning is the process of determining organisational aims, developing premises about the current environment, selecting the course of action, initiating activities required to transform plans into action, and evaluating the outcome. The types of planning that managers engage

in will depend on their level in the organisation and on the size and type of the organisation (Anam, 2014). Planning entails also the laying down of ideas, precepts, designs geared toward the future. The main essence for planning is to avoid mistakes in the future. Therefore, it is futurists.

2. Organsing- this is necessary because hotels are set up with basic departments and assigned functions must be properly organised and coordinated. Therefore, organising involves identifying specific task to be performed by each department where authority and responsibility must be observed. Organising is the process of establishing orderly use for all resources within the management system. Here, Orderly signifies the emphasis on the attainment of management system objectives and assist managers not only in making objectives apparent but in clarifying which resources will be used to attain them.

3. Staffing- recruiting qualified personnel who are to run the hotel where division of labour must be recognised. Staffing is the process, through which competent employees are selected, properly trained, effectively developed, and suitably rewarded and their efforts harmoniously integrated towards achieving the objectives of the organisation. Staffing is one of the important management functions which are mainly concerned with proper arrangement and management of the required manpower for the organisation. After having prepared plans, as well as the structure of organisation for seeking the objectives, various positions are created (Anam, 2014).

4. Communication- this is the process of information flow in the organisation. Communication simply involves passing of useful information to different departments of the hotel for the smooth running of the hotel and there must be unity of commands.

5.   Motivation- this is the drive to encourage employees to perform assigned task. It deals with welfare packages including salaries, bonus, and canteen facility to boost workers' productivity and they must be well remunerated.

3.5   ETHICAL PRINCIPLES FOR HOSPITALITY MANAGERS

The word "ethics" has a Greek and Latin origins, respectively. Traditionally it refers to the customary values and rules of conduct (as in "cultural ethos" and "social mores"), as well as insights about what counts as human excellence and flourishing. "Ethics" and "morality" are often used interchangeably by us today. But ethics also refers to moral philosophy, i.e., a discipline of critical analysis of the meaning and justification of moral beliefs (Anam, 2014).

Ethics and morality--along with law and etiquette--are essentially normative, that is, they prescribe human behavior as obligatory, prohibited, or permissible. There's considerable overlap between ethics and law, and ethics and etiquette. Much of the law embodies ethical principles: respect for basic rights to life, property, and the right of citizens to participate in political life. It's usually unethical to break the law. Okungbowa (2005) noted that the following are some Ethical Principles for Hospitality Managers.

1.   Honesty. Hospitality managers are honest and truthful. They do not mislead or deceive others by misrepresentations.
2.   Integrity. Hospitality managers demonstrate the courage of their convictions by doing what they know is right even when there is pressure to do otherwise.
3.   Trustworthiness. Hospitality managers are trustworthy and candid in supplying information and in correcting misapprehensions of fact. They do not create justifications for escaping their promises and commitments.

4. Loyalty. Hospitality managers demonstrate loyalty to their companies in devotion to duty and loyalty to colleagues by friendship in adversity. They avoid conflicts of interest; do not use or disclose confidential information; and, should they accept other employment, they respect the proprietary information of their former employer.

5. Fairness. Hospitality managers are fair and equitable in all dealings; they neither arbitrarily abuse power nor take undue advantage of another's mistakes or difficulties. They treat all individuals with equality, with tolerance and acceptance of diversity, and with an open mind.

6. Concern and respect for others. Hospitality managers are concerned, respectful, compassionate, and kind. They are sensitive to the personal concerns of their colleagues and live the Golden Rule. They respect the rights and interests of all those who have a stake in their decisions.

7. Commitment to excellence. Hospitality managers pursue excellence in performing their duties and are willing to put more into their job than they can get out of it.

8. Leadership. Hospitality managers are conscious of the responsibility and opportunities of their position of leadership. They realize that the best way to instil ethical principles and ethical awareness in their organisations is by example.

9. Reputation and morale. Hospitality managers seek to protect and build the company's reputation and the morale of its employees by engaging in conduct that builds respect. They also take whatever actions are necessary to correct or prevent inappropriate conduct of others.

10. Accountability. Hospitality managers are personally accountable for the ethical quality of their decisions, as well as those of their subordinates.

3.6   ORGANISATIONAL STRUCTURE OF HOTEL INDUSTRY

There is no universal pattern for the organisational structure of hotels. It varies from hotel to hotel. By and large, there are seemingly important departments in any form or pattern of classification as pointed out below (cited from the works of Collings & Wood, 2009),

A. CORE OPERATIONAL DEPARTMENT:

1.   Food and Beverage (F & B) Department: F&B deals mainly with food and beverage allied activities. Different divisions are there in F& B are Restaurants, Speciality Restaurants, Coffee Shop (24hrs), Bar, Banquets, Room Service etc. Apart from that they have Utility services (Cleaning).

2.   Housekeeping Department: The housekeeping Department is another important department in the hospitality world. Housekeeping is responsible for cleaning the hotel's guestrooms and public areas. This department has the largest staff, consisting of an assistant, room inspectors, room attendants, a house person crew, linen room attendants and personnel in charge of employee uniforms. They may have their own laundry and valet equipment may use it only for hotel linens and uniforms and send guest clothing to an outside service where can be handled with specialised equipment.

3.   Front Office Department: The front office is the command post for the reservations, registering guests, take in charge of guest accounts (cashiering/payment), checking out guests. It is the front desk responsible to allocate their designated rooms, distribute their keys, and send mails, emails or other information for guests. It is the also the most visible part of the front office area.

4.   Food Production Department: Food production department handles the preparation of food. Basically, it is their responsibility to prepare dishes or menus which are ordered by guest and afterward catered by the F & B Department. They can prepare different kind of Cuisine like Chinese, Indian, Thai, Filipino, Western food, Italian and a lot more.

B. CORE FUNCTIONAL DEPARTMENTS

1.   The Front Office: This is the nerve center of a hotel. Members of the front-office staff welcome the guests, carry their luggage, and help them register, give them their room keys and mail, answer questions about the activities in the hotel and surrounding area, and finally check them out. In fact, the only direct contact most guests have with hotel employees, other than in the restaurants, is with members of the front-office staff (Olusola-Obasa, 2005).

2.   Marketing and Selling Department: Sales and marketing has become one of the most vital functions of the hotel business and integral part of modern of hotel management. It includes packaging of selling, sales promotion, advertising and public relations. The marketing division is charged with the responsibility of keeping the rooms in the hotel occupied at the right price and with the right mix of guests.

3.   Safety and Security Department: The security of guests, employees, personal property and the hotel itself is an overriding concern for today's hoteliers. In the past, most security precautions concentrated on the prevention on thefts from guests and the hotel. However, today such violent crimes as murder and rape have become a problem for some hotels. Unfortunately, crime rates in most major cities are arising. Hence today security department also concentrate on these additional criminal activities too.

4.   Engineering and Maintenance Department: This department provides on the day-to-day basis the utility services, electricity, hot water, steams, air conditioning and other services and is responsible for repair and maintenance of the equipment, furniture and fixtures in the hotel.

5.   Finance, Accounting and Control Department: The finance and accounting department is responsible for keeping track of the many business transactions that occur in the hotel. Accounting department does the bookkeeping regarding financial matters in an appropriate description. Whereby the control department is concern with cost control guidelines by the way reducing in investment, reduction in operating cost, control of food service cost, control of beverage costs, labour cost control, etc.

6.   Administration Department: This department is responsible for all the work with the administration, personnel, manpower, employee's welfare, medical and health security.

7.   Human Resources Department: Human resources management can be defined as the effective use of human resources in an organisation through the management of people-related activities. It is a central and strategic organisational activity of increasing complexity and importance. The human resources department provides a common system that promotes staff development, competitive and effective service delivery.

3.7   CAREER CLASSIFICATIONS / RESPONSIBILITIES IN HOTELS
This varies in different hotels, depending on size and operations. In the works of Siguawand Enz (2002) andWai (2004), they highlighted the under listed common career classifications and responsibilities in hotels.

1.	BAR ATTENDANT: Bar attendants prepare, mix and serve drinks to customers in hotels, bars, cafes, restaurants and clubs. Bar attendants can work in hotels, bars, restaurants, cafes, clubs, recreation and convention centres, and other licensed entertainment venues.

Bar attendants prepare, mix and serve drinks to customers in hotels, bars, cafes, restaurants and clubs. A bar attendant may perform the following tasks:

a.	Serve alcoholic and non-alcoholic drinks

b.	Draw beer from the tap or pour from bottles

c.	Mix ingredients to make cocktails and slice fruit to garnish drinks

d.	Prepare and serve a variety of coffees

e.	Make coffee using an espresso coffee machine or filter system

f.	Refill drink and cigarette dispensers

g.	Collect glasses from tables and place them in glass-washing machines

h.	Wipe down tables and empty ashtrays

i.	Collect payment, operate cash registers and give change

j.	Arrange bottles and glasses on shelves

k.	Clean bar service area and polish glasses

l.	Operate tab and keno or gaming machine terminals

m.	Assist in the cellar

n.	Assist in stock control

o.	Make coffee using an espresso coffee machine or filter system

p.	Observe workplace hygiene, occupational health and safety, and security procedures.

Bar attendants may also provide drinks to waiters or serve them to tables, depending on the type of business.

2.	WAITER: It is busy, exciting work and requires someone with lots of energy and good communication and customer service skills. A waiter who walks

in the bar is responsible for stocking the bar, keeping it tidy, preparing drinks and serving drinks. They may perform the following tasks:

a. Set tables with clean linen or place mats, cutlery, crockery and glasses

b. Welcome and seat customers, hand them menus and drink lists and provide advice about what is being offered

c. Take customers' orders and hand them to kitchen staff or bar attendants

d. Serve food and drinks to guests

e. In some restaurants they may silver serve food, using a spoon and fork

f. Open and pour wine

g. Make coffee using an espresso coffee machine or filter system

h. Prepare bills, handle money or credit cards

i. Take restaurant reservations

j. Clear tables and return dishes and cutlery to the kitchen.

3. BARISTA: Keep it fast, keep it simple and concentrate on taste: these are keys to what a barista does and if you have a dynamic and passionate focus for coffee and service then this could be the career for you. Baristas perform the following tasks:

a. Ensure proper use and maintenance of coffee equipment

b. Select and grind coffee

c. Extract coffee

d. Texture milk

e. Serve and present espresso coffee

f. Clean and maintain an espresso machine

g. Greet customers

h. Take orders

i. Operate a cash register

A barista is a professional coffee maker. This is someone who has the necessary skills to prepare and serve espresso coffee in restaurants, bars and cafes using commercial espresso machines. The term 'barista' is often used to describe someone who excels at espresso making, regardless of their training and they may also be known as a coffee bartender or coffee maker

4.   CHEF/COOK: Cooks, or chefs work in restaurants, cafes, hotels, motels, clubs, hospitals, take-away outlets, function centres, catering firms, flight catering centres and ships. It is challenging work as you have to work long hours and nights and weekends, however it is extremely rewarding and offers great career options and job satisfaction. Cooks/Chefs perform the following tasks:

a.   Plan menus and estimate food requirements
b.   Prepare and cook different kinds of foods
c.   Portion, present and serve food
d.   Monitor food quality at all stages
e.   Store food safely and hygienically
f.   Prepare food to meet different requirements such as dietary or cultural needs
g.   Discuss food preparation issues with managers, dieticians and other staff
h.   Demonstrate techniques and advise on cooking procedures

Chefs are in charge of the kitchen and the staff working there as well as responsible for designing the menu and selecting and ordering the food. They are often responsible for planning and organising of the food for a special event such as a wedding, dinner or conference.

5.   FOOD AND BEVERAGE MANAGER
Food and beverage managers, also called food service managers, plan, organise and control the operation of establishments where food and beverages are served,

such as restaurants, cafes, cafeterias and canteens. A food service manager may perform the following tasks:

a.   Talk with the chef to plan the menu
b.   Supervise the purchase and storage of food
c.   Supervise provision of all crockery, cutlery, detergents and kitchenware
d.   Make sure there is adequate security for food and equipment
e.   Keep records of payments and expenses
f.   Plan, coordinate and supervise the activities of workers in dining rooms, kitchens, bars and other areas
g.   Manage staff hiring and rostering
h.   Provide some staff training
i.   Discuss catering arrangements with clients
j.   Make sure that the dining rooms, kitchen, storage facility and other work areas are kept clean and conform to the sanitary regulations
k.   Attend to complaints concerning food and service.

6.   CONCIERGE AND PORTER

Luggage porters carry luggage for guests in hotels and passengers in transport terminals, show them to their rooms, berths or cabins, and provide other guest services. Concierges provide additional services to guests, such as organising and booking tickets for tours and entertainment for guests, and advising them on the services and attractions available in the local area. A luggage porter may perform the following tasks:

a.   Take baggage, tag it and give identification slips to guests or passengers
b.   Load or unload luggage and take it to the receiving area
c.   Carry luggage and show incoming guests to rooms
d.   Explain details of hotel room services and facility to guests as they arrive
e.   Carry the luggage of departing guests to cars, buses or taxis

f.   Talk with transport carriers to make travel arrangements and retrieve lost luggage
g.   Page guests and run errands
h.   Park guests' vehicles.
i.   A concierge may perform the following additional tasks:
j.   Provide guests with information on the local area, attractions and events
k.   Organise and book tours, transport and entertainment for guests
l.   Assist guests and staff with safety and emergency procedures

7.   HOTEL SERVICE SUPERVISOR

Hotel service supervisors coordinate and supervise the activities of hotel service workers including domestic staff, luggage porters and door-persons. Hotel service supervisors may perform the following tasks:

a.   Determine work requirements and allocate duties to domestic housekeepers, luggage porters and doorpersons
b.   Talk to managers to coordinate activities with other organisational units
c.   Maintain attendance records and rosters
d.   Explain and enforce safety regulations
e.   Oversee the work of the unit and suggest improvements and changes
f.   Talk to workers to resolve problems
g.   Perform front office and reception duties
h.   Perform the tasks of a domestic housekeeper, luggage porter or doorperson.

3.8   ASSET MANAGEMENT SERVICES IN HOTELS

An asset is an item, thing or entity that has potential or actual value to an organisation". This is deliberately wider than physical assets but these form an important focus for more organisations. Let's examine some meanings of asset management.

1.   Asset management is a systematic process of deploying, operating, maintaining, upgrading, and disposing of assets cost-effectively (Webster, 1958). It is a system that monitors and maintains things of value to an entity or group, and in this case, hotels. Assets can be tangible (such as buildings) or intangible. It may apply to both tangible assets such as buildings and to intangible (intellectual property) (Waller, 2002).

2.   Asset Management involves the balancing of costs, opportunities and risks against the desired performance of assets, to achieve the organisational objectives. This balancing might need to be considered over different timeframes.

3.   Asset management also enables an organisation to examine the need for, and performance of, assets and asset systems at different levels (Waller, 2002). Additionally, it enables the application of analytical approaches towards managing an asset over the different stages of its life cycle (which can start with the conception of the need for the asset, through to its disposal, and includes the managing of any potential post disposal liabilities).

4.   Asset Management is the art and science of making the right decisions and optimising the delivery of value. A common objective is to minimise the whole life cost of assets but there may be other critical factors such as risk or business continuity to be considered objectively in this decision making (Bevan, 1991).

3.9   THE GOAL / IMPORTANCE OF ASSET MANAGEMENT

For large scale organisations, Asset Management is carried out by a team within a financial firm that is dedicated to managing the assets (cash, investments etc.) of clients. The asset management firm has dedicated portfolio managers as well as access to internal, detailed equity research reports which should give it an edge

over investors controlling their own money. Some of its goals/ importance are mentioned below,

1. The goal of asset management is to optimize asset use and manage all maintenance efforts involved in making assets as reliable, accurate, and efficient as possible.

2. Furthermore, asset management is set to maximize value through coordinated assessment of needs and efficient use of facility to enhance performance. It is a maintenance management system that use work orders for preventive and predictive maintenance, equipment recording and tracking, replacement parts inventory, and maintenance labor scheduling

3. The Asset Management service is usually offered to high net-worth individuals, sovereign wealth funds, pensions and corporations. The firm will typically charge a management fee (a fixed percentage of total funds managed) and sometimes take a percentage of the profits although this blurs the line between an asset management fund and a hedge fund.

In Hotel Management, Hotel asset management is the fiduciary responsibility of managing the lodging investment to meet the specific objectives of ownership. The asset manager's role in building value is analysed at both property and portfolio levels. The under listed are some possible consequences for lack of Hotel Asset Management. They include,

1. Lack of transparency and control of revenue in hotels,
2. There will be unbalanced, short term focused management approach
3. Increased renovation costs due to poor maintenance
4. Mismanagement of working capital
5. Operation holding large amounts of cash and inventory
6. Operation withholding facts, that is poor record keeping
7. Partial compliance with management agreement, thus poor performance

3.10 FORMS OF HOTEL ASSET MANAGEMENT

The forms and functions of Hotel asset management range from management contracts, managing the manager, benchmarking property performance, and the capital improvement decision. From the perspective of Siguawand Enz (2002) and Wai (2004), these are the basic components of hotel asset management.

a. Monitoring of financial and operational performance.
1. Review of actual hotel performance versus budget and prior year, oversight of budget approval process
2. Benchmark versus comparable properties
3. Review of rolling forecasts and business on-the-books
4. Monitor effectiveness of revenue capture and cost control
5. Monitor all charges from the management company
6. Monitor sales and marketing activities
7. Monitor guest and staff satisfaction surveys
8. Monitor channel delivery and cost per booking by channel
9. Monitor balance sheet and working capital requirements.

b. Track Sales & Marketing Targets
1. Monitor market rate and occupancy trends
2. Monitor key demand generators by market
3. Monitor planned supply additions
4. Monitor refurbishment and expansion activity at competitor properties
5. Monitor all pricing and distribution activity at competitor properties

c. Asset Monitoring & Control Capital Expenditure
1. Monitor physical condition and anticipated capital expenditure requirements

2.   Monitor all major systems for quality and suitability - HVAC, PMS, telephone, Internet, TV/video and all relevant interfaces

3.   Ensure owner's interests are fully safeguarded by preserving consultants and advisers on property matters as required

4.   Review and advice upon all contracts with third parties on owner's behalf, particularly in regard to leases and material contracts

5.   Monitor all refurbishment and expansion activity on owner's behalf

d. Check Management Contract Compliance

1.   Advise on initial selection and appointment of management/franchise company

2.   Monitor on-going performance and contractual compliance

3.   Scrutinize all charges for contractual compliance

4.   Evaluate system delivery, CRS performance, web performance and overall strengths and weaknesses

e. Optimize Investment Strategies

1.   Conduct annual reviews in comparison with initial investment objectives

2.   Estimate market value and evaluate alternative strategies, such as further investment or expansion versus continued ownership

3.   Monitor comparable sales activity and trends in asset financing

REVIEW QUESTIONS

1.   Attempt a simple definition of the term "Hotel"

2.   Mention the general classification of the Hotel Industry

3.   Identify the basic principles of Hotel Management

4.   Highlight the organisational structure of Hotel Industry

5.   Define the term Asset Management and point out its Goal/ Importance.

6.   Explain the forms of Hotel Asset Management

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CHAPTER FOUR

Food Hygiene Regulations and Hotel Compliance In Nigeria

Abstract

Food is what contains the nutrients which are essential for body nourishment. The World Food Summit of 1996 defined food security as 'when all people at all times have access to sufficient, safe, nutritious food to maintain a healthy and active life. The hotel is one place where people are served food at a cost. This implies that the hotel has a stake in ensuring food security for all people. Hotels world over are guided by Regulations and Codes of Ethics in their operations. One of such regulations is the Food Safety Act (FSA) of 1996 which spells out what hotels must do to ensure that food sold to the public are safe in addition to being nutritious. Recurring reports of hotels food safety infractions spurred the need to investigate in order to determine their level of compliance to hygiene regulation in Bauchi metropolis. The study was limited to the Urban and Sub-Urban classified hotels. The diagnostic survey design was adopted and a census population was used for a reliable result. Structured questionnaires were

used to elicit information from three respondents drawn from the regulatory agencies responsible for the enforcement of relevant laws on hotels. Observation checklist was also used to assess premises' sanitary conditions of the hotels. The one-way ANOVA was used to test for differences among the means of, and to analyse the total compliance scores of the eight hotels used for the study as regards all the 24 conditions of hygiene and sanitation outlined in the FSA that the regulatory agencies had scored them, based on a Likert scale with 5 points (5-Very Good, 4-Good, 3-Average, 2-Poor, and 1-Very Poor). A score between 24 and 56 implied Low Compliance, a score between 57 and 89 implied average compliance while a score between 90 and 120 implied high compliance. The significant test for the hypothesis was at 95% confidence level ($p < 0.05$). The study finding was that the level of compliance with hygiene and sanitation regulations was below the average scores of between 57 and 89. The study recommended among others, a mandatory course on food hygiene and sanitation for prospective hotel entrepreneurs as a prerequisite for obtaining license for all food businesses in Bauchi. Below is a basic guideline, on how the study will be examined,

4.1   Introduction
4.2   Methodology
4.3   Results and Discussion
4.4   Testing the Research Hypothesis
4.5   Conclusion
4.6   Recommendations

4.1   INTRODUCTION

In 1996, the world food summit comprising of almost 10,000 participants and representatives from 185 countries adopted what is widely referred to as the Rome Declaration on World Food Security (The UN, 1996). This declaration was fallout of a debate forum on the importance of the overbearing necessity to eradicate hunger and ensure that there is Food for All. According to the Summit,

Food Security is a situation "when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life (World Food Summit, 1996). Food is here defined by Gross et al (2000) 'as any substance that people eat and drink to maintain life and growth'. Gross et al also emphases that 'food has to meet physiological requirements in terms of quantity, quality, and safety and to be socially and culturally acceptable'.

The crux of the Declaration considered to be of relevance to the hospitality industry is the third item of the Summit's Plan of Action which in part quotes; "…Governments are responsible for creating an enabling environment for private and group initiatives to devote their skills, efforts and resources, and in particular investment, towards the common goal of food for all. This should be undertaken with the cooperation and participation of all members of society. Farmers, fishers and foresters and other food producers and providers, have critical roles in achieving food security, and their full involvement and enablement are crucial for success". By this, the hospitality industry as food producer and provider, automatically qualifies as a stakeholder in the world wide drive of safe Food for All. Safe food is one described by McLauchlin and Little (2007) as being nourishing, attractive and free from noxious substances such as poisonous chemicals, toxins and pathogenic micro organisms. One very crucial way by which the quality of food may be compromised is through unwholesome food preparation practices resulting in contaminated food most especially through unhygienic food handling.

The hotel is a commercial sector of the hospitality industry. It is profit driven and is a place where food is made available to the public outside their homes at a cost. In order to maximize profit, Manning and Baines (2004) observes that in many cases, food businesses tend to focus on minimizing costs rather than producing

safe wholesome foods. One of the ways to checkmate this tendency was through the establishment of food safety regulations one of which is the Food Safety Act of 1990 (Adebitan et al, 2014). This Act spells out specific areas of attention required for safe food production and service.

Results of studies carried out by Adebitan et al (2012) and Adebitan et al (2014) indicate that regulatory agencies responsible for enforcing these regulations are constrained in carrying out their statutory responsibilities and that hotel food handlers are scarcely aware of these food safety regulations which are legal tools formulated for ensuring that foods made available for public consumption are safe. These are intended to serve as guides to those who are into food business with the intent to ensure that public health is not jeopardized for gain. The perceived implication of these results is that safe food and invariably food security is uncertain.

4.2   METHODOLOGY

The aim of this study was to empirically ascertain the level of hotels operators' compliance with food hygiene and safety regulations among the Urban and Sub-urban classified hotels within the Bauchi metropolis of Bauchi state, Nigeria. These hotels were selected because they were at the time of the study the relatively moderately priced hotels, with higher patronage as compared with other classes of hotels within the metropolis. The Urban and Sub-urban classified hotels totalled ten. These were coded as hotels A, B, C, D, E, F, G, H, I and J. Two of these, Hotels E and H were used to pre-test the research instrument. The study was guided by an alternative hypothesis stated thus;

H1: The level of compliance of hotels in Bauchi metropolis with hygiene and sanitation regulations is above average.

Diagnostic survey design was adopted for the study. A structured questionnaire was used to elicit information from three respondents drawn from the regulatory agencies responsible for the enforcement of relevant laws on hotels within the study area. Observation checklist was also used to assess premises' sanitary conditions of the hotels. The one-way ANOVA was used to test for differences among the means of, and to analyse the total compliance scores of the eight hotels used for the study as regards all the 24 conditions of hygiene and sanitation outlined in the FSA by which the regulatory agencies had scored them, based on a Likert scale with 5 points (5-Very Good, 4-Good, 3-Average, 2-Poor, and 1-Very Poor). A score between 24 and 56 implied Low Compliance, a score between 57 and 89 implied average compliance while a score between 90 and 120 implied high compliance. The significant test for the hypothesis was at 95% confidence level ($p < 0.05$).

4.3   RESULTS AND DISCUSSION
Level of Hotels' Compliance in Bauchi State to Hygiene and Sanitation Regulations

The three regulatory agencies were asked to give their ratings of how the eight hotels fair in complying with the twenty-four items of the food hygiene and sanitation requirements listed. Their ratings were based on a Likert scale of 1 to 5. The lowest value of 1 was allotted to 'very poor', 2- 'poor', 3-'average', 4-'good' and the highest value of 5 was assigned 'very good'.

Descriptive statistics was used to cross-tab between compliance scores of the hotels and the agencies' ratings of the 24 hygiene and sanitation requirements listed. The average score was 74.25. Since the highest score possible was 120, and the lowest score possible was 24, levels of compliance are thus computed;

A score between 24 and 56 connotes Low Compliance
A score between 57 and 89 connotes average compliance and
A score between 90 and 120 connotes high compliance

Figures 1.0 represent the result of hotel's levels of compliance with hygiene and sanitation regulations in Bauchi.
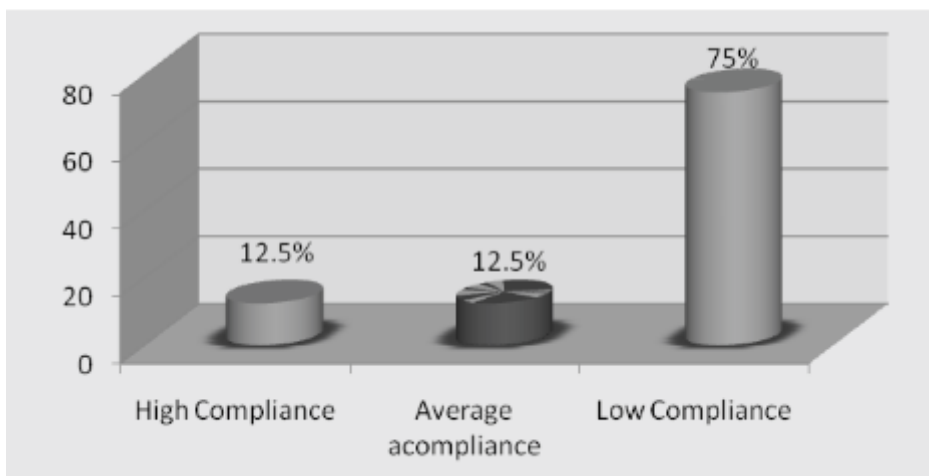
Figure 1.0: Regulatory agencies' rating of hotels' compliance with hygiene and sanitation regulations

A disturbing 75% of the eight hotels were rated to be performing below average in terms of compliance to food hygiene and sanitation regulations. Only one hotel (12.5%) was rated to be complying averagely and only one (12.5%) hotel also was rated to have high compliance performance.

The three regulatory agencies were also requested to assess the eight hotels' hygiene and sanitation status as either 'satisfactory' or 'not-satisfactory'. Figure 2.0 represents regulatory agencies' assessment of the hotels' hygiene and sanitation status in Bauchi.
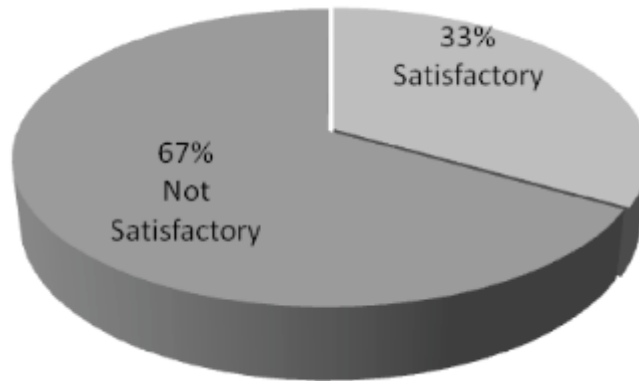
Figure 2.0: Regulatory Agencies Assessment of Hotels' hygiene and Sanitation Status

Of the three regulatory agencies, only one (33.3%) is of the opinion that the hotels' hygiene and sanitation status is satisfactory. The two other agencies' verdict was that the hotels' hygiene and sanitation status is not satisfactory. This result is of immense health significance and implication because this result can be taken to infer that food operations in these hotels are done unhygienically and under unhygienic conditions. The result also imply that the consumer health is at risk and that a food-borne disease outbreak is a disaster waiting to happen, a situation which calls for urgent remedial actions.

This result however, cannot be far removed from the upshots of hotels' operators' presupposed ignorance of the hygiene and sanitation requirements that exist to guide their food operations as discovered in Adebitan et al (2014) finding. This shows inevitably that the hotel operators will not comply with what they are not aware of.

Table 4.1   Researchers' Observation of the Hotels' Hygiene and Sanitation Condition

S/N	Hygiene and Sanitation Requirements	Yes		No	
		Freq.	%	Freq.	%
1	All sections of the food premises are clean and maintained in good repair	8	100	0	00
2	Layout, design, construction and size of the food premises is designed and built to ensure good hygiene.	3	37.5	5	62.5
3	All sanitary and hand washing facility in the food premises are adequate and in good condition.	3	37.5	5	62.5
4	The food premises has wash basins with hot/cold running water and materials for drying hands.	1	12.5	7	87.5
5	There are separate facility for washing food and for washing hands.	1	12.5	7	87.5
6	There are adequate ventilation facility which are also accessible and suitable for cleaning.	4	50	4	50
7	All areas in the food premises has adequate lighting.	4	50	4	50
8	The food premises has adequate drainage in all the appropriate places.	1	12.5	7	87.5
9	All rooms: floors, walls, ceiling and other surfaces maintained clean and disinfected ·	4	50	4	50
10	There are enough changing facility in the food premises.	1	12.5	7	87.5
11	There are enough facility, tools, and equipment for cleaning purposes.	6	75	2	25
12	All utensils, fittings and equipment that can come into contact with food are made of materials that can be kept clean.	8	100	0	00
13	All equipment are moveable to ensure cleaning of surrounding areas.	4	50	4	50
14	All food and other wastes from the food premises are disposed of quickly to avoid accumulation.	5	62.5	3	37.5
15	All containers for food and other wastes can be closed, cleaned and disinfected.	2	25	6	75
16	All storage and waste disposal facility are designed and built so that they are easily cleaned and are pets proof.	2	25	6	75
17	There is adequate supply of portable drinking water.	7	87.5	1	12.5

	Hygiene and Sanitation Requirements				
18	All ice consumed in the food premises are made from drinking water.	1	12.5	Not applicable	
19	All staff handling food wear suitable, clean and appropriate protective clothing.	2	25	6	75
20	All staff handling food in the food premises are healthy				

For a food premises to be considered hygienic and food processed therein as safe, it is necessary that such premises comply with all hygiene and sanitation aspects of the FSA. This is because each and every aspect is an integral part of the food hygiene and safety whole frame. A default in one aspect of the whole frame has the tendency to jeopardize efforts on other aspects as well as make worthless, all erstwhile and perceived food hygiene gains. As compiled in Table 4.1, the items of the checklist to which at least 50% of the hotels have been found to have complied with have been put in bold type while those not found to have been complied with by at least 50% of the hotels have been italicized. Table 4.1 shows that at least half of the eight hotels have complied with only eleven items on the checklist as observed by the researchers. These observations have been assayed as follows;

Itemized Assay of the Hygiene and Sanitation Requirements Based on the Researchers' Personal Observation in Table 4.1

All sections of the food premises are clean and maintained in good repair;
As presented on Table 4.1, the researchers observed that all of the eight hotels (100 %) had their premise kept cleaned that is, swept with no noticeable repulsive filthiness as prescribed by Mohini, (2004).

Layout, design, construction and size of the food premises is designed and built to ensure good hygiene; Food premises' design, layout and size as proposed by Birchfield (2008) and Mohini (2004) should be large enough to accommodate all materials and equipment, allow for free movement of people and goods, prevent contact between high-risk and other foods, and incorporate a well defined work flow among other considerations. The data entry on Table 1.0 shows that only 3 hotels have the size of their food premises built in such a manner that staff have enough space to move about freely, have equipment arranged with a definite flow and have a layout that reduces the risk of cross-contamination. The hotels that did not comply with this requirement encouraged unhygienic practices as warned by Blanch (2003).

All sanitary and hand washing facility in the food premises are adequate and good condition; This is recommended recognizing the fact that the food hander's hands come into contact with wastes discharged from the body such as feces and urine. Theses contain pathogenic microbes which contaminates anything touched before the hands are washed. For this reason, McLauchlin and Little (2007) recommends that sanitary and hand washing facility are placed adjacent to the toilet cubicles. Only 3 (37.5%) of the hotels visited had complied with this requirement.

The researchers' survey revealed that five of the hotels' staff toilets either did not have the hand washing facility or the facility are in states of disrepair and as such the food handlers wash their hands in the sinks in the kitchen when they come back from the toilet. This is a grievous health risk especially in the event that any of the food handlers is suffering from diarrhea related infections. That means the food and surfaces in the food area risk being contaminated.

 The food premises have wash basins with hot/cold running water and materials for drying hands and there are separate facility for washing food and for washing hands; Stemming from the fact that the hands are used extensively to touch and hold things including raw food (which may contain mud and dust), soaps or even poisonous items such as rat poisons, it behooves that the food handler washes hands in separate sinks from that used for the washing of food. Only one out of the eight hotels had complied with these requirements. This means in other hotels, hands were washed unto food and in the process contaminants transferred unto the food, or into the sink used for washing food which eventually contaminate the food that may be washed therein. This is in contrary to Blanch, (2003) recommendation for the prevention of bacterial and cross contamination.

There are adequate ventilation facility which are also accessible and suitable for cleaning and all areas in the food premises have adequate lighting; Ventilation mechanisms are means of extracting fumes, odor and stale air which is necessary for preventing water vapor from condensing and creating moisture that drip from ceilings or run down walls, as well as reduce the buildup of heat and odor. The ventilation mechanisms could either be natural or mechanical as suggested by McLauchlin and Little, (2007).

Four hotels each were observed to have complied with these requirements. Hotels A, I and B are examples of food premises with relatively adequate ventilation and lighting. Hotels J and F portray examples of the food facility which have inadequate ventilations and inadequate lighting. The researchers observed that these hotels have neither windows at opposite directions which could facilitate cross ventilation nor extractor fans for the exhausting of smoke and stale air. Considering the intense heat generated in food preparation areas couple with the high atmospheric temperatures of northern Nigeria, there is likelihood of water vapor condensation which may drip from ceilings and walls unto worktops, surfaces and food, causing contaminations.

The food premises have adequate drainage in all the appropriate places;
The necessity for drainages is to provide channels through which liquid wastes leave the food preparation area. These are recommended by McLauchlin and Little, (2007) to be provided around equipment and items of equipment such as potato peelers. Only one (12.5%) of the hotels (Hotel A) has drainages in appropriate places as proofed in. Not only does hotel C not have drainages in appropriate places but even the sinks' pipes that should convey water away from the sinks are in states of disrepair necessitating drippings from the sink to be collected with buckets. Wastes water left to accumulate or stagnate in the food preparation area has capability to cause offensive odor, provide breeding space for varmints and cause accidents through slips.

There are enough changing facility in the food premises;
Also only one (12.5%) of the hotels (Hotel A) has a changing facility designated for staff. All others did not have. This may be attributed to the fact that in most of the hotels, food handlers perform their duties wearing their home cloths.

All rooms' floors, walls, ceiling and other surfaces maintained clean and disinfected; This is true of only four (50%) of the food premises. For example Hotel I has walls that appear pristine. The other four food premises' walls or ceilings or surfaces were in obvious states of dilapidation. For example, in Hotel C, the ceiling of the food premises has its paints peeling off, ready to fall (unto food). Hotels J and B show walls that appear derelict. This is s situation that makes the food premises microbes prone just as McLauchlin and Little, (2007) noted that the accumulation of dirt on walls, ceilings and surfaces undermines food hygiene as these dirt harbor food contaminating microbes and can easily get unto the food being processed.

There are enough facility, tools, and equipment for cleaning purposes;
The purpose of separating and ensuring proper designation of cleaning materials such s buckets, towels and bowls from those used in food preparation is to ensure that these are not mistaken for each other. Six (75%) of the food premises provided evidences of having enough materials for cleaning purposes which they claim they do not use for any other purposes. This ensures that whatever is cleaned away from the food area is not transferred back into the food. Two of the premises have items of cleaning but the workers were neither able to convince the researchers that the same items were not being used for food preparation nor show those used separately for food preparation.

All utensils, fittings and equipment that can come into contact with food are made of materials that can be kept clean; The researchers observed that all the food premises (100%) complied with this requirement. This is so since in the Nigerian market, the federal government's relevant agency, (the Standard Organisation of Nigeria) ensures that all cooking materials sold in the market are made of materials that can be kept clean.

All equipment is moveable to ensure cleaning of surrounding areas;
Industrial cooking equipment such as are used in the hotels are often large and heavy because of the volume of cooking that take place. During the process of cooking however, food and other particles drop off around and especially behind these equipment and due to the size and weight of these equipment, the dropped off particles cannot be easily reached and removed. These then become centre attractions and safe havens for micro organisms, varmints, pests and rodents. Appropriate equipment arrangement has been identified by Knowles, (2002) and McLauchlin and Little, (2007) as means of ensuring that no rubbish is left behind equipment thereby making certain that thorough cleaning has been carried out.

The assessment of food premises carried out by the researchers reveals that only one (12.5%) of the hotels (Hotel A) has adopted a suitable style of equipment arrangement which allows for the surroundings of the equipment to be swept, cleaned or mopped. All other hotels' equipment were fixed to the wall and did not have any room for them to be moved away from where they have been attached or fixed. This means that cleaning was not being carried out satisfactorily and the likelihood of the presence of rodents in these food premises could not be ruled out which in itself is a threat to food safety.

All food and other wastes from the food premises are disposed of quickly to avoid accumulation; The accumulation of wastes in food areas are according to McLauchlin and Little (2007) and Fosket and Ceserani (2007), attracts and serves as a breeding ground for rodents, pests and flies, as well as stimulus for accidents, contaminations, unpleasant odors, fire hazard and pollution, hence the requisite for immediate waste clearing and proper management.

On the days the researchers visited these food premises, five (62.5%) of the premises showed compliance with this requirement and the researchers assumed this is a regular practice. Garbage was noticed to be accumulated in three of the food premises - Hotel F where the garbage bin was noticed to be filled and full to over flowing, Hotel G where garbage collected is in an exposed container and Hotel J where garbage from the kitchen was being piled and burnt right in the front of the kitchen. This action not only makes the food premises unsightly, but also indicates lack of proper waste management, which poses health and hygiene hazards as the smoke from the fire finds its way into the food area, thereby settling on food, equipment and surfaces.

All containers for food and other wastes can be closed, cleaned and disinfected and All storage and waste disposal facility are designed and built so that they are easily cleaned and are pets proof ; Containers for food and other wastes are required to be such that can be closed, cleaned and pest proof so that they do not become breeding grounds especially for pests. This is thus recommended considering the fact that pests (rodents, insects, birds) cause damage to food and building, introduce pathogens into food, contaminate food products by means of their bodies or body parts, furs, eggs and droppings and are a potential source of infections as postulated by Blanch (2003) and Coleman et al (2000).

Closed, cleaned and disinfected waste containers repel pests thereby subsequently reducing the chances of pests' infestation. Researchers' observations presented in Table 1.0 shows that only 2 representing 25% of the food premises comply with this requirement. Other food premises collect wastes either in baskets or cartons, exposing the waste to pest invasion and the food premises to pest infestation.

There is adequate supply of portable drinking water;
Acknowledging the fact that water can serve as means of contamination, the quality and quantity of water used in food preparation is advocated to be of utmost quality and sufficient in quantity. Either of these is greatly influenced by the source of the water. In all the food premises visited, only one (12.5%) of the hotels has irregular water supply but has a borehole dug to satisfy water needs of the food premises. This is a form of guarantee that water-borne diseases are not disseminated from the food premises.

All ice consumed in this hotel are made from drinking water;
Only one of the hotels (Hotel A) produces its own ice through an ice making machine and does this using drinking water. The other hotels do not produce their own ice but chill drinks and water in the refrigerator.

All staff handling food wears suitable, clean and appropriate protective clothing. This being the first component of personal hygiene as it concerns food safety, is meant to ensure that those who come directly or indirectly into contact with food are not likely to contaminate the food with all the dust and other possible impurities they may have come in contact with outside the food preparation area. This stems from the fact that the food area is assumed to be a perpetually 'sanitized zone'. Failure to maintain appropriate degree of personal cleanliness can contaminate food as presumed by Eastham et al, (2001) which also pointed out strongly that the protective clothing is actually more to protect food from the food handler and not vice versa as widely assumed.

As important as protecting food from the food handler through protective clothing as been shown to be, only two (25%) of the hotels surveyed (Hotels A and J) were found to have made any provision for staff clothing. In other hotels, both service and production staff worked with their personal clothing which in some cases, did not cover the entire body. Any sweats from the body of these food handlers stand the chance of falling unto and contaminating the food as it is not absorbed in any way or by any protecting clothing.

All staff handling food in the food premises are healthy, that is, free from any disease that can be transmitted through food; The very nature of close human interactions that take place in the food preparation and service areas makes it imperative to ensure that no one permitted to work or be in the food preparation area is suffering from any form of contagious disease. This is to prevent human to

human and /or human to food infection. In other to adequately safeguard the health of both staff and customers of a food premises, the FSA specifies that each food handler be mandated to have periodic thorough medical examination and be issued with a 'Certificate of Fitness', signifying that the food handlers is free from any communicable disease, and is fit to work and interact with other employees.

In all the food premises visited the researchers did not observe any of the food handlers to be suffering from an obvious communicable disease or to have an unprotected infectious or septic wound. However, food handlers' responses to researchers' question as to whether or not they posses any Certificate of Fitness reveal that only a distressing 11.9% of the food handlers have ever been issued with any. With Leach et al (2001) assertion that not all diseases or infections will show clinical symptoms and that certain people may be carriers of (especially) gastrointestinal illnesses even after symptoms have resolved, the researchers' physical observation of food handlers' health cannot be considered sufficient for a medical conclusion on the health status of the food handlers hence the need for medical laboratory tests to ascertain the food handlers' medical fitness for work.

The alarming number (37 out of 42 or 88.1%) of uncertified food handlers processing or handling food (Adebitan et al, 2014) could be described as startling going by McLauchlin and Little revelation that food handlers from developing countries are more predisposed to gastrointestinal infections. This means that without proper and thorough medical checkup coupled with the food handlers' susceptibility to infections and the near non-existent sanitary facility in the hotels (assay on hotels' sanitary facility), food contamination and spread of infections is inevitable within these food premises.

All food handlers in the food premises are closely supervised and are well trained in food hygiene to an appropriate level; Just as the medical fitness of food handlers cannot be ascertained by physical examination, so the researchers could not tell by observation, if the food handlers are adequately trained. The findings in Adebitan et al (2014) however shows that of the 42 food handlers used for that study, only 14 (33.3%) had the minimum professional qualification of Certificate in Hospitality Management. This shortfall is reflected in the food handlers' confessed ignorance of food hygiene regulations that exists, connoting (as interpreted by Mortlock et al, 2000) that food operations are carried out without adequate understanding of the hygiene principles that should be followed. This is further aggravated by the realization of the fact presented in Adebitan et al (2014) where it was known that the units' heads' equally lack academic prerequisites for supervising the food handlers. This negates Knowles's (2002) recommendation that unsupervised staff must have adequate training in food hygiene especially, under the situation where the number of staff available are few and does not warrant engaging a supervisor.

The hotel never uses raw materials which are contaminated or suspected to be contaminated; The researchers did not observe any of the hotels using contaminated raw materials as at the time of visit and so assumes that this is a regular practice. This observation could not be deemed conclusive of the fact that only wholesome raw food materials are always used hence its assumption. This would have been ascertained by the agency whose area of jurisdiction covers quality of raw food used during the supposed routine inspections (Adebitan et al, 2012).

All stages of food preparation are protected from being contaminated; Contamination of food during one stage of preparation to the other is largely prevented through a well laid out and demarcated workflow which particularly

separates preparation sites for raw and cooked foods, and between high risk and other foods (McLauchlin and Little, 2007; Knowles, 2002). As per the researchers' observation, only one of the food premises (Hotel A) has a work flow that can prevent cross contamination at each stage of food production. Hotels F and B display multi-tasked tables where both high-risk and other food items are being put together for processing. Contamination of food in these hotels is more assured than not especially judging the fact that the food handlers in these hotels are neither professional nor are they trained in-house by their employers (Adebitan et al, 2014).

The food premises has facility for holding food at appropriate temperature before service; Customers to a food premises do not all come at the same time and some degree of cooking is traditionally done and held in anticipation of the guests. Food poisoning bacteria are prone to take advantage of this waiting time to multiply especially if the food is allowed to stay at critical temperatures of between 70 and 630 for a long time (Blanch, (2003); Fosket and Ceserani, (2007)). Only Hotel A is noted to have complied with this requirement, having hot cupboards for holding food at appropriate temperature before service.

4.4   TESTING THE RESEARCH HYPOTHESIS

This hypothesis was stated thus,

H1: The level of compliance of hotels in Bauchi metropolis to hygiene and sanitation regulations is above average.

To test this hypothesis, the one way ANOVA was used to analyse the total compliance scores of the eight hotels as regards all the 24 conditions of hygiene and sanitation that the regulatory agencies had scored them based on a Likert scale of 1-5. Table 4.2 shows the result of the ANOVA test;

Table   4.2 : ANOVA Test

N	Valid	24.000
	Missing	.000
	Mean	74.250
	Mode	65.000[a]
	Skewness	.568
	Std. Error of Skewness	.472

The total average score was 74.3 and the modal value (most frequent score) was 65 with a skewness of 57. Since the mean is greater than the mode, it means that the compliance is positively skewed. A positively skewed distribution according to Kothari (2004) means that most of the hotels' compliance is below average. For this reason, the hypothesis that the level of compliance of hotels in Bauchi metropolis to hygiene and sanitation regulations is above average, is rejected. It is thus upheld that the level of compliance of hotels in Bauchi metropolis with hygiene and sanitation is below average agreeing with Knowles (2002); Worsfold & Griffith (2003) and Subratty (2004) assertion that hotels' operational good practices do not meet legislative objectives, just as Mohini, (2004) regrets that kitchens (referring to developing countries), do not maintain hygiene standards of pride.

4.5   CONCLUSION

From the findings of this study, it can be deduced that out of the eight hotels investigated; only one has a high compliance level, one has an average compliance level and all other six hotels which represent 67.5% of the hotel population have a

low compliance level. (Figures 1.0 and 2.0) it is thus concluded that the general compliance level of hotels to hygiene and sanitation regulations within Bauchi metropolis is below average. This is in agreement with Knowles (2002), who observes that there exists a gap between legislative intentions and hotels' operational good practices especially in the area of compliance with hygiene and sanitation regulations and which is not without its attendant negative implications for the provision of safe food to the customer.

4.6   RECOMMENDATIONS

As emphasized by Bowman and Russell (2001) that assured and sustained food safety lies in the collective efforts of consumers, food producers, public health authorities and the government. Based on the findings of this research, hygiene and sanitation standards in urban and sub-urban hotels in Bauchi can be improved by adopting some of the following suggestions:-

1.   That as a matter of urgency, government of Bauchi should constitute a special task force which will make a thorough investigation of the hygiene state of affairs in the hotels food premises with a view to 'sanitize' this hospitality sub sector of its hygiene decadence.

2.   That a mandatory course on food hygiene and sanitation for prospective hotel entrepreneurs as a prerequisite for obtaining license for all food businesses in Bauchi.

REVIEW QUESTIONS
1. Define the terms "Food" and "Food Hygiene"
2. Identify ways of ensuring quality of food in hotels
3. Using Bauchi State, explain the level of hotels' compliance to hygiene and sanitation regulations
4. Identify two ways of ensuring effective level of hotels' compliance to hygiene and sanitation regulations.

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CHAPTER FIVE

Food Safety Regulations, Awareness and Hotel Compliance in Nigeria

Abstract

A hotel has the major role of providing among other things, nutritious and wholesome food for its guests. Foods eaten by guests in the hotel are expected to be safe and without any form of contamination. In order to dissuade food handlers from sharp practices of food hygiene infractions, there exist several food hygiene and food safety regulations which food handlers are expected to abide with. Previous investigations show however that in some hotels, food is handled and prepared in an unhygienic environment. This provokes question of whether employers of and food handlers in these hotels are aware of these existing food safety laws or not since it is assumed that people are more likely to obey a law that they are cognizant of. Thus the main objective of this study was to find out if food handlers and their employers possess basic prerequisite professional qualifications and if they are aware of the food safety guidelines that guide food operations in Bauchi. Two semi-structured questionnaires were

administered to 150 respondents of which 24 were found to be unsuitable for analysis. Data from remaining 126 (84%) respondents made up of hotels' units' heads, cooks and waiters were analysed and described using frequency distribution tables, percentages and diagrams. Results reveal that most employers and employees do not possess required professional qualifications; that they are scarcely aware of the food safety laws guiding the food business activities and that employers do not fulfil their statutory obligation of training their employees in safe food preparation. The study recommended among other things that basic training in food safety and hygiene should compulsorily form part of the essential preconditions for licensing a food business and food business entrepreneur. The study will be presented in the following order,

5.1   Background to the Study
5.2   Statement of Research Problem
5.3   Objectives of the Study
5.4   Literature Review
5.5   Methodology
5.6   Results and Discussions
5.7   Food Handler Employers' and Employees' Awareness of the Food Hygiene Regulations which Guide their Operations in Bauchi Metropolis
5.8   Conclusion
5.9   Recommendations

5.1   BACKGROUND TO THE STUDY

The food industry, of which the hotel is an integral part, falls into the sector of the economy that is highly sensitive and crucial to the healthy living of the populace. Food is one of the basic human needs. Food, as Eastham, Sharples and Ball (2001) puts it, is central to life, and as fuel, underpins all that we do. In as much as food is eaten primarily to sustain life, McLauchlin and Little (2007) opines food should

be nourishing, attractive and free from noxious substances such as poisonous chemicals, toxins and pathogenic micro organisms. To achieve the above described food status that is fit for sustaining life, the food provider, needs in addition to preparing and presenting the food in an attractive way, take absolute care to reduce the occurrence of food contamination during the different stages of food processing. Food, if not meticulously guarded against contaminations can do much harm to the eater than the good it is intended to do. This is because contaminated food can, and does result in food poisoning, and depending on the severity of the poisoning, can result in either illness or death.

Good standards of hygiene are essential in all food premises no matter what type of food is sold. A food business' activities no matter its size will always entail procuring, processing and service of food and the same hygiene regulations and requirements applies to all (Alcock, 1986). Food hygiene requirements are being put in place to safeguard the health of those who consume the foods especially at public eating places. Food hygiene requirements provide guidelines for minimum best practices concerning the production, preparation and service of safe foods in the four major areas of food handling which according to McLauchlin and Little (2007) include the equipment used in the food process of procurement, transportation, storage, processing, holding and service of food and drinks; the food premises where food and drinks items are stored, processed and served; the personnel involved in every stage of the food process; as well as the quality of the raw food material used in the food and drinks production.

Since health and safety is a global issue of concern, and in order to safeguard customers' health against the risk of food poisoning arising from unhygienic conditions of preparation, especially at public eating places like restaurants and cafeterias, certain health and safety laws are put in place by governments to regulate hotel and restaurant business operations (WHO, 2007). As significant

and needful as these food safety rules, regulations and requirements are, it is apparent that these on their own are incapable of ensuring safe food preparations. An indispensible factor in food preparation and processing is the human factor. No matter how highly automated a food processing kitchen is, humans are still very indispensible in the food preparation and processing series of action. It is in the recognition of the vital role that food play in the attainment of safe food that adequate knowledge in food hygiene and food safety guidelines is advocated for all food handlers before being engaged especially in places where food meant for public consumption are being prepared and processed. As asserted by Blanch (2003:33), 'all food handlers are responsible to some extent, for controlling or eliminating food hazards to ensure that the food they prepare and serve is fit for human consumption'. This is just as Worsfold and Griffith (2003) observes that compliance with food hygiene regulations could be achieved by only engaging staff qualified in food hygiene.

5.2   STATEMENT OF RESEARCH PROBLEM

The WHO fact sheet number 237 (2007) reveals that food-borne diseases are a widespread and growing public health problem, both in developed and developing countries with over 1.8 million deaths recorded globally in 2005 alone which had resulted from food contamination. In Bauchi state of Nigeria, data from the Microbiology Department of the State Specialist Hospital indicated a near epidemic re-occurrence of E. coli infection which is traceable to the consumption of contaminated food (Aliboh, 2009). Field reports presented by students of the Hospitality and Tourism Management Department of the Federal Polytechnic Bauchi, who were returning from Industrial Training in many hotel establishments in the Bauchi metropolis, indicate observed unhygienic practices of food handlers especially in the food and beverage production and service areas of, the hotels where they were attached, (Adediran, 2003; Dimfwina, 2004; Idowu, 2005). This condition can undoubtedly result in food contamination and

if ingested in appreciable quantity may lead to food borne-diseases. This situation arouses the curiosity of the researchers into investigating if food handlers in these food operations have appropriate training on food safety best practices or not.

5.3   OBJECTIVES OF THE STUDY
The objectives of this study were;
1.   To find out if hotel operators and their food handler employees possess appropriate professional qualifications for the job of food handling;

2.   To establish if hotel operators and their food handler employees are aware of the hygiene and sanitation regulations which guide their operations in Bauchi metropolis and

3.   To ascertain if food handler employers conduct food hygiene training for their food handler employees.

5.4   LITERATURE REVIEW
The literature will examine some basic concepts in hotel management, with particular emphasis on food science and management.

Food Safety
The food industry is made up of several sectors which form the food continuum (McLauchlin and Little, 2007). At each stage of the food continuum, Food must not be allowed to cause harm to the eater. As much as food should be nourishing and attractive, it must be protected from contamination. Food is said to be contaminated when it contains any unacceptable matter which can be in the form of micro organisms, poisons, or physical contaminants such as pieces of glass or metal which according to Eastham, Sharples and Ball (2001), if eaten can result in food poisoning characterized by stomach pains and diarrhea, and sometimes

vomiting which generally develops within 1-36 hours after eating affected foods. Food poisoning could either be bacterial, Chemical or metallic. Food contaminated by pathogenic bacteria (germs) is by far the most common cause of food poisoning (Knowles, 2002). Careless or inappropriate food handling may add bacteria to food for example from unwashed hands. Food hygiene is what ensures that food is safe to eat. Safe food is food that is free of dangerous or diseased substances. Food safety is the protection of consumer health and well-being by safeguarding food from anything that could cause harm. It is a scientific discipline describing handling, preparation, and storage of food in ways that prevent illness practicing food safety involves preventing foods from becoming contaminated (Alcock, 1986). While it may be impossible to ensure that everything we eat is 100% safe, it is important to maintain safe food handling practices and remain informed about food safety issues in order to avoid foodborne illnesses. Food can transmit disease from person to person as well as serve as a growth medium for bacteria that can cause food poisoning. Knowles, (2002) observes however, that every food handler has a 'duty of care' to protect consumers.

Food Hygiene Education

McLauchlin and Little (2007:313) defines food hygiene education as the 'process of acquiring knowledge and training for the prevention and control of food-borne disease'. The Food Safety Act (FSA, 1990) specifies that trainings and instructions received by food handlers and their supervisors be commensurate with and related to the type of work activities they carry out. Training as explained by Knowles (2002:252) 'implies that the recipient will have a greater level of understanding at the end of the process'. Managers have a legal obligation to ensure that all food handlers in their employment are trained to appropriate levels, using methods suited to the staff being trained as well as keeping records of the level, coverage and date of training for each member of staff. Of importance to

note, is Knowles (2002)'s recommendation that training should transcend even to senior supervisors and managers who may not actually handle food but have direct influence on the hygienic operations of the food business.

WHO (2007) identifies the training of food handlers in safe food handling as one of the most indispensable interventions in the prevention of Food-borne diseases. To buttress this is the recommendation emanating from the research carried out by Leach, Mercer, Stew and Denyer (2001). The research advocated for the inclusion of food safety in the National Curriculum as well as the re-evaluation of the priority the catering industry attaches to food hygiene. Equally indispensible is the supervision of food handlers while performing their job. This is critical in ensuring that food hygiene is not compromised in any way and for any reason. Employees in the food production section particularly are expected to be under constant supervision to ensure hygiene quality control. For example, during the course of work, supervisors are to ensure that food handlers are hygienic in themselves and work hygienically, wear clean clothes and uniforms, handle food as little as possible, wash hands before and during work and after using the toilet, keep hair clean and do not handle, keep fingernails clean and short, do not touch nose and mouth with hands, do not cough or sneeze over food, do not wear rings, earrings, jewelleries or watches, do not smoke in food areas, taste food only with clean spoons, do not sit on work surfaces, and that they cover all open cuts and burns with blue or any detectable waterproof dressing (Tricket,2001; Blanch, 2003;Fosket and Ceserani, 2007).

Furthermore, supervisors must make efforts to ensure that cooked foods remain covered to prevent foreign objects falling in them and that clean dishes and utensils are used for serving as recommended by Duyff (2006). However, In the event that the numbers of staff in a food establishment are very few and employing

a supervisor is unrealistic, Knowles (2002) advices that the staff must be adequately trained that they would not require a supervisor while carrying out their food processing duties.

Food handlers are also expected to be given written and verbal instructions in the essentials of food hygiene before they start work (Blanch, 2003; Fosket and Ceserani, 2007; McLauchlin and Little 2007). Education and training is believed to get the trainee informed so as to be able to perform given tasks effectively and with understanding. As avowed by Blanch, staff are more likely to follow procedures if they have an understanding of the reasons behind them. With adequate education and training, a food handler should be able to maintain a high hygiene standard which is a critical element in the prevention of contamination by food handlers.

Hospitality based education and training can be obtained either on-the-job (in-house) or at training institutions (Tricket, 2001). As recommended by McLauchlin and Little (2007) training and instruction in the principles of food and personal hygiene and how to prevent food-borne diseases should be on-going, coupled with adequate supervision (to ensure compliance with hygiene requirements). In Nigeria, education and professional training in hospitality, hotel and catering management are available at different levels (Basic Certificate, Advanced Certificate, National Diploma [ND], Higher National Diploma [HND] and Post Graduate Diploma [PGD]), and in different types of accredited education and training institutions such as Institutes, Colleges and Polytechnics. The Basic Certificate and Advanced Certificate courses qualify a student as an operational staff. Operational staff is the employees who perform the everyday practical operations. These are the staff that cook and serve food to the customers in the food and beverage sections of the hotel. A completed Diploma course

qualifies the student for supervisory posts in the industry. Supervisory staffis more experienced and oversees the work and performance of operational staff. The graduate professional with a Higher National Diploma and/or Post Graduate Diploma has been prepared for managerial positions in relevant fields of study as specified in the National Board for Technical Education (NBTE) syllabi.

Food Safety Regulations

Some of the main international food hygiene regulations of importance to the caterer are the Food Safety (general food hygiene) Regulation of 1990, 1995 and 2002; and the Food Safety (Temperature Control) Regulations, 1995. There are also the Hazard Analysis and Critical Control Point (HACCP), the FAO/WHO Codex Alimentarius Commission's standards, the Health and Safety Act of 1974, the Public Health Act of 1936, and the Food and Drugs Act among others (Boella and Pannett, 1999). In Nigeria, the National Environmental Health Practice Regulations (NEHPR) of 2007 (Revised) which the Bauchi State has adopted contains all the requirements for food safety and hygiene which include among other things, the requirement for appropriate training of the food handler. As put forward by Fosket and Ceserani (2007), almost all food poisoning can be prevented by complying with rules of hygiene, unfortunately, Aibor and Olorunda (2006) asserts that in Nigeria most food handlers are not aware of common hygiene rules The attendant repercussion of this is that these food handlers, through their perceived ignorance of hygienic food production activities are unwittingly contributing significantly to the etiology of food-borne diseases which in most cases result in epidemic outbreaks.

5.5   METHODOLOGY

The study adopted the diagnostic survey design as a process of data collection in order to achieve the research objective. The study area was Bauchi Metropolis which is an urban city, situated in the north-east geographical zone of Nigeria. As

at the time of this research, there were thirty-seven registered hotels in Bauchi classified as either 'International', 'National', 'Urban', 'Sub-urban', 'Rural', or is 'Unclassified. Unclassified implies that these do not meet the minimum requirements for any form of classification (NTDC Bauchi, 2008).

Ten Urban and Sub-urban classified hotels were used for this reach. The target population comprised two strata. The first strata was of the hotels' units' heads of the Urban and Sub-urban classified hotels and the second strata is made up of staff of the production and service departments of the hotels. The hotels' units' heads stratum comprised the General Manager, Operations/Food and Beverage Manager, Chef, Restaurant Manager and Storekeeper of each hotel and these summed up to be five unit heads per hotel. The reason for the choice of these respondents was that they were the administrative heads of the units which this research was concerned with, and who were responsible for ensuring sanitation standards in their different units.

The second stratum comprised of five staff each from the production (cooks) and service (waiters) departments as a representative sample of all the staff in these departments in each hotel. Their selection was random from among those who were physically present at work on the day the researchers went to administer the questionnaires and these also summed up to be ten production and service staff from each hotel. These were included because they are directly involved in the preparation, cooking and service of food The number of respondents for the research thus totals one hundred and fifty.

For ethical purposes concerning confidentiality, all ten hotels used for this study were arranged alphabetically irrespective of their classifications and then coded as Hotel A, B, C, D, E, F, G, H, I, and J. One hotel each of the Urban and Sub-urban classified hotels were used to pre-test the questionnaires for validity and reliability.

These hotels were the ones the researchers were able to without prejudice, access first. These happened to be hotel E (in the urban classified hotels category) and hotel H (in the sub-urban hotels category).

Two semi-structured questionnaires were used to collect data from all the respondents. The first questionnaire, containing seven questions was for the hotels' unit heads while the second containing ten questions was for hotels' food and beverage staff. The questionnaires were drawn based on the food safety requirements of the Food Safety Act (1990) and the National Environmental Health Practice Regulations (Revised) of 2007. Of the one hundred and fifty questionnaires distributed, only one hundred and twenty six (126) representing 84% were found to be suitable for analysis. Twenty six (16%) of the questionnaires were either not returned or were improperly filled out.

Quantitative data collected were analysed and described using frequency distribution tables, percentages and diagrams. Qualitative data were analysed using the method prescribed by Mugenda and Mugenda, (2003) which include organising the data, categorizing data into themes and patterns, analyzing and interpreting of information, and writing the report in an analytical and interpretative manner.

5.6   RESULTS AND DISCUSSIONS
The following were the results of investigations carried out

Respondents' Highest Qualifications
This was investigated using open-ended questions contained in the two strata's questionnaires. The aim was to ascertain if the food handlers and their employers have any formal hospitality professional education or training which should serve as a basis for acquiring instructions in food hygiene and sanitation. Formal

hospitality education and training have been identified as the most authentic medium of getting informed about food hygiene and safety regulations requirements and principles.

It is assumed that every formal institution offering hospitality training will have this in its curriculum. Being an open-ended question, there were varied responses. For the purpose of analysis, these responses have been grouped neither into those that are actual hospitality courses and those that are of related fields such as Food Technology, Tourism, and those that are neither hospitality nor of related fields as presented in Table 5.1.

Table 5.1: Respondents' Academic Qualifications

Professional Qualifications	Hotels' units' heads		Production and Service Staff	
	Number	%	Number	%
Higher National Diploma (HND) Public Health management	-	-	-	-
Post Graduate Diploma (PGD) Tourism Management	-	-	-	-
Post Graduate Diploma (PGD) Hospitality Management	4	9.52	-	-
HND Hospitality Management	2	4.76	4	4.8
HND, Food Science and Technology	2	4.76	-	-
Diploma, Hospitality	2	4.76	14	16.6
Diploma, Leisure and Tourism Management	2	4.76	2	2.4
Certificate, Catering mgt	4	9.52	8	9.5
Qualifications in other fields (notably Diplomas)	16	38.11	18	21.45
Senior Secondary School Certificate	10	23.81	36	42.85
Primary School Certificate	-	-	2	2.4
Total	42	100	84	100

Data presented in Table 5.1 shows that a worrisome collective 61.92% and 66.7% of units' heads and production/service staff respectively are non professionals working in the urban and sub-urban hotels in Bauchi state. Only 8 (38.11%) of the total units' heads respondents had any formal training in hospitality, Food Science and Technology or Tourism Management. Others (61.89%) have training in either other unrelated fields or have just secondary (and two primary) school formal education. Similarly, of the 84 production/service staff respondents, only 28 (33.3%) had formal training in hospitality and related fields.

The implication of this result is that those without formal professional education or training in hospitality may not be informed enough on hygiene requirements or hygiene best practices. These may thus be ignorant of the critical issues that surround food contamination or poisoning such as how bacteria multiply, conditions for bacterial growth, prevention of food poisoning, personal health and hygiene, and pest control among other critical food hygiene training areas. This poses as a hindrance to these staff in the performance of safe food production practices. Interestingly, the researchers discovered that those units' heads with the highest qualification in hospitality management are concentrated in the same hotel (Hotel A) as presented in Figure 3.0.
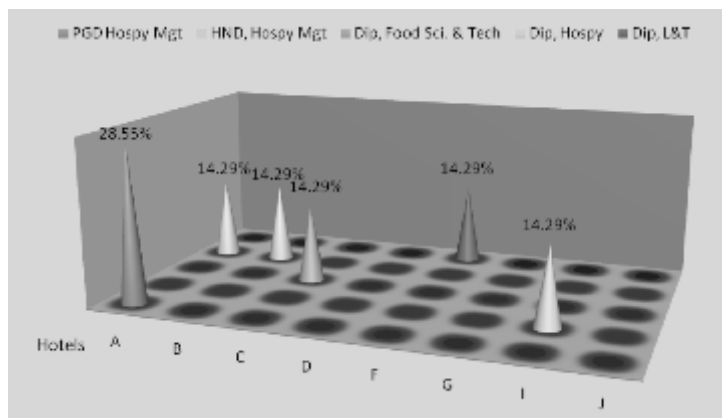
Figure 3.0: Percentage Distribution of Hotels' Units' Heads Professional Qualifications

The hotels' units' heads stratum is made up of the hotel manager, operations manager, chef, restaurant manager and store keeper of each of the eight hotels. In Nigeria, as at the time of this research, the Post Graduate Diploma (PGD) is the highest professional qualification obtainable in hospitality management. Other qualifications in descending order are the Higher National Diploma (HND), National Diploma (ND) Advanced Certificate and Basic Certificate. As specified in the National Board for Technical Education (NBTE) syllabus, Diploma graduates are trained to be supervisors and HND graduates to be managers.

Figure 3.0 shows that as at the time of data collection, only Hotel A had six (28.55%) personnel occupying supervisory and/or managerial positions and who are in possession of relevant supervisory/managerial qualifications, with four units' heads possessing Post Graduate Diploma in Hospitality, and one (14.29%) with a Diploma in Hospitality Management. The only unit head in Hotel I has a HND qualification in hospitality. Hotels C, F and B all have units' heads having Diploma qualifications in food Science and Technology, Tourism Management, and Hospitality Management respectively. Qualifications in Food Science and Technology and Tourism Management is considered by this study as 'related fields' of study to hospitality in that Food Science encompasses food hygiene, and students taking Tourism Management courses are mandated to take food production courses in hospitality management where various aspects on food hygiene and safety are also taught. As gathered from the data collected, Hotels D, G and J's units' heads are headed by non hospitality professionals. Rather, these had qualifications in unrelated fields such as Diplomas in Business Administration, Computer, Accounting, Agric and Extension, Insurance or possess just the Senior Secondary School Certificate (see Table 5.1).

Supervisors and managers of food businesses have legal obligations both to be trained and to train food handlers in their food premises to appropriate levels (Knowles, 2002; Blanch, 2003; Fosket and Ceserani, 2007). The units' heads are expected to set the ambiance for hygiene good practices in their various units or departments, ensuring that hygiene rules are followed strictly and that sanitation requirements are made available for their department staff. However, data presented on Table 5.1 show that these legal obligations are not being fulfilled by hotel operators in Bauchi and as such operational supervisors and managers in their hotels can be described as unqualified for the managerial/supervisory positions they occupy. This tallies with the survey by Mortlock et al (2000) and Worsfold and Griffith (2003) which shows that less than one-fifth of the managers in the survey were trained to supervisory levels and that in most food businesses, refresher courses were neither planned nor implemented.

Likewise, the professional qualifications of the hotels' production and service staff have been represented graphically on Figure 4.0.
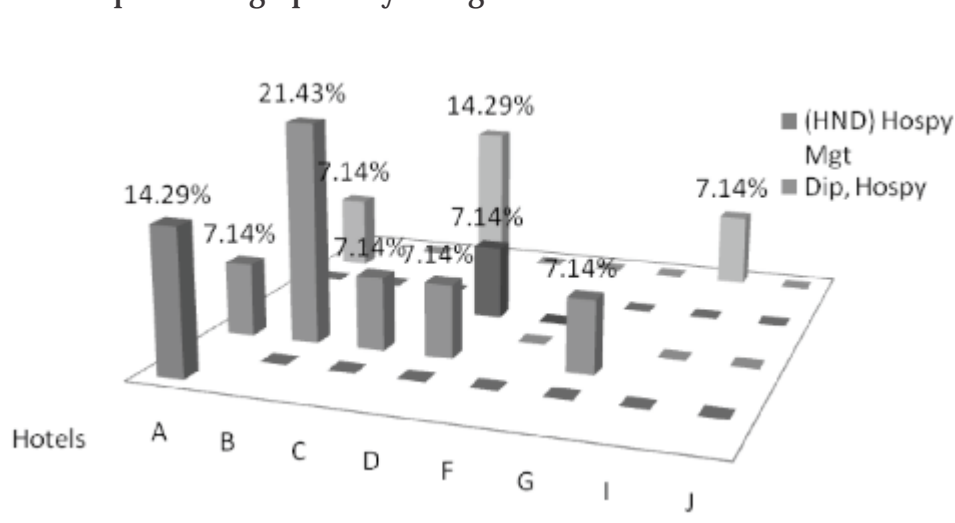
Figure 4.0: Percentage Distribution of Hotels' Production/Service Staff Professional Qualifications

Figure 4.0 shows that of the 28 staff respondents that had professional qualifications in hospitality (Table 1.1), Hotel A had the highest number of qualified food handlers, having four staff with HND, two with Diploma and two with Certificate in Hospitality Management qualifications. This was followed by hotels B and C with six qualified food handlers each and hotels D, G and I having only two qualified food handlers each. Hotels F's and J's food handlers did not possess any forms of professional qualifications. This negates Worsfold and Griffith (2003) observation that compliance with food hygiene regulations could be achieved by only engaging staff qualified in food hygiene among other observations.

It can be noted that in contrast to the impressive percentage of both qualified units' heads and production/service staff of Hotel A, neither the units' heads nor the production/service staff of hotel J has any professional qualifications. (Figures 1.1 and 1.2). This situation is considered to be of grave health consequences since it contradicts Knowles, (2002)'s recommendations that supervisors and managers who have direct influence on the hygienic operations of food businesses should have received qualifying training as a matter of good practice.

5.7 FOOD HANDLER EMPLOYERS' AND EMPLOYEES' AWARENESS OF THE FOOD HYGIENE REGULATIONS WHICH GUIDE THEIR OPERATIONS IN BAUCHI METROPOLIS

The purpose of this research objective was to ascertain if those managing the hotels and the food handlers they employ are cognizant of the food hygiene and sanitation regulations guiding their operations in Bauchi state as stipulated in the Food Safety Act of 1990 and the National Environmental Health Practice Regulations (NEHPR) (2007, Revised) of Nigeria. This stems from the fact that a

person will only be conscious of the existence, importance and implications of what he or she is aware of. The hotel operators as well as the food handlers they employ are more likely to adhere to the contents of these Act and Regulations if they know that these exist, and they understand the contents. The hotel operators and food handlers can be informed about these Act and Regulations formally at hospitality training institutions. Food handlers in particular can in addition get further awareness through the regular training on food hygiene given to them by their employers as pointed by Blanch, (2003); Fosket and Ceserani, (2007) and McLauchlin and Little (2007).

It has been observed by Knowles (2002); Leach, Mercer, Stew and Denyer (2001) that the FSA (1990) was formulated primarily for the European Union (EU) member states, to address prevalent food hygiene problems of that region of the world. As would be expected, the content and requirements are tailored to suit both the technology and climate of that region. Even though this study adjudges the content and requirements of the FSA (1990) to be universally adaptable, certain differing climatic and socio-economic conditions make it imperative for individual regions and countries to develop their own local food safety legislations which will take care of the uniqueness that food safety needs which the FSA (1990) may not be to provide or sufficiently addressed. This is in line with Knowles's (2002); Leach, Mercer, Stew and Denyer (2001) view on same and the NEHPR (2007) of Nigeria is one such document that supposedly was to address the peculiar food safety requirements of Nigeria.

In order to establish whether the hotel operators and the food handlers were aware of food hygiene and sanitation requirements guiding their operations, the respondents were enquired of their awareness of either the FSA (1990) or the NEHPR (2007) of Nigeria.

Respondents from both the Hotels' Units' Heads and the Production/Service staff strata were asked if they were aware of either the FSA (1990) or NEHPR (2007). A total of 126 respondents comprising of 42 units' heads and 84 food handlers responded to this question. The 'Yes' or 'No' responses of the respondents are presented in Figure 5.0.
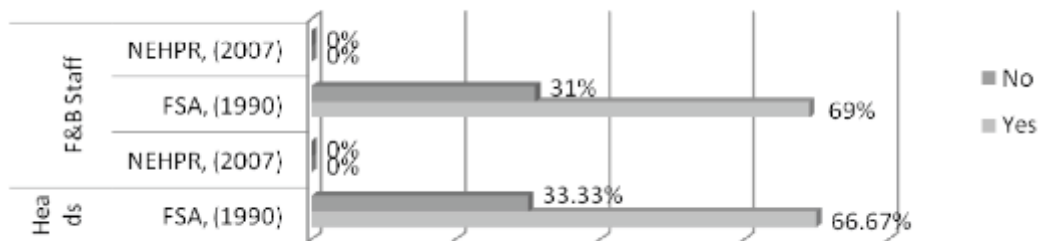
Figure 5.0: Heads and Staff Awareness of the FSA, (1990) or NEHPR (2007) of Nigeria.

From the illustrated results in Figure 1.3, 28 out of 42 units' heads and 58 out of the production/service staff respondents, representing 66.67% and 69% respectively are aware of the FSA but none of the respondents in the two strata has any knowledge about the NEHPR, (2007). However, an awareness of the FSA, (1990) is considered by this study to be sufficient in guiding hotel operators and food handlers in Bauchi on safe food production since the NEHPR is actually an adaptation of, and contains virtually all the requirements for safe food production as contained in the FSA.

Still trying to establish if hotel operators and food handlers are aware of the hygiene and sanitation responsibilities that they have, food and beverage production/service staff were asked if their employers conduct trainings for them as required by the FSA (1990) and the regularity of such trainings, if any. The results are presented in Table 5.2.

Table 5.2: Employers conducting trainings for food handlers and the regularity of such trainings

Training Conducted				Regularity of Training		
	Number	%			Number	%
Yes	32	38.1		Every 3 months	12	37.5
				Every 6 months	4	12.5
No	52	61.9		Every 9 months	8	25
				Every 12 months	8	25
Total	84	100		Total	32	100

From Table 5.2, only 32 (38.1%) of the 84 food handlers responded in the affirmative that their employers do conduct hygiene training for them. Of this number, 12 (37.5%) get this training every three months. Four (12.5%) get the training every six months and 8 (25%) each get to be trained every 9 and 12 months respectively. This means that 52 (61%) of food handlers never get any hygiene training from their superiors. This is in disharmony with the FAS chapter X which states that the proprietors of a food business must ensure that the food handlers engaged in the food business are supervised and instructed or trained in food hygiene matters commensurate with their work activities. The reason for this disharmony was explained by Worsfold and Griffith (2003) to stem from the fact that food hygiene issues were viewed in terms of aesthetics rather than food safety and that manager will take it serious only when something serious has gone wrong.

Also, the food handlers were asked to respond either 'Yes' or 'No' to the question of whether their employers or units' heads make food safety and hygiene requirements available to them as well as indicate the regularity of such if any. The responses have been presented on Table 5.3.

Table 5.3: Employers making food safety and hygiene requirements available to food handlers and the regularity of making such requirements available

Health/safety requirements made available				Regularity making health/safety requirements available		
					Freq.	%
	Freq ·	%		Every 3 months	14	63.64
Yes	22	26.2		Every 6 months	6	27.27
No	62	73.8		Every 9 months	2	9.09
				Every 12 months	-	-
Total	84	100		Total	22	100

Data presented above shows that only a meager 22 (or 26.2%) of the food handlers ever have their units' heads or employers make available to them, hygiene and safety requirements. Out of this number, fourteen indicate that the requirements are made available to them every 3 months, six indicated every 6 months and two indicated a regularity of every nine months. This is conclusive evidence that the FSA (1990) obligation for employers to make health and safety requirements available to food handlers is being flaunted. This means that food handlers are grossly ignorant of their hygiene and sanitation commissions meaning also that they are not be keen about observing what they do not know about, creating a laissez faire attitude towards hygiene and sanitation practices. Regularly making these hygiene and safety requirements available to staff is a way of establishing the organisational hygiene best practices, a culture which if uncompromised, upholds an organisation's reputation as pointed out by Eastham et al. (2001).

5.8   CONCLUSION

From the findings of this study, it can be concluded that a significant number of hotel operators and food handlers are aware of the FSA (1990) but not of the existence of the NEHPR (2007) of Nigeria. This agrees with Aibor and Olorunda, (2006)'s assertion that in Nigeria most food handlers are not aware of common hygiene rules.It is concluded that a higher percentage of units' heads including hotel managers and food handlers lack appropriate supervisory/managerial or operational professional qualifications as demanded in the FSA (1990).

The study also concluded that there is a perceived flaw in the hospitality education and training course content of the NBTE syllabus especially with regards to food safety as no mention is made of, and no emphasis is placed on the NEHPR (2007) in the syllabus. The NEHPR (2007) expectedly will be more relevant to meet the hygiene and sanitation expectations of the Nigerian situation.

5.9   RECOMMENDATIONS

Four areas of policy have been suggested from the study findings as follows;

1.   Drawing from the study findings that the current hospitality course syllabi in Nigeria does not contain any mention of the National Environmental Health Practices Regulations (2007) which supposedly should guide hotel operations in Nigeria, it is hereby recommended that the current hospitality syllabi be reviewed and this Regulation document be given prominence. This will ensure that as many as have acquired professional qualifications in hospitality are able to receive relevant and adequate training in food hygiene and safety.

2.   A critical review of the professional qualification and legal requirements for granting approval for the establishment and running of a food business in Nigeria is hereby recommended. A prospective hotel entrepreneur should be required to have acquired a basic training and qualification in food hygiene and

safety before being granted the license to operate a food business. This, which should be strictly adhered to should also form a criterion for the grading and classification of hotels and restaurants.

3.   Furthermore, introduction of Degree Programmes such as Bachelors of Science (BSc) in Hospitality Management is recommended to complement the present professional qualifications obtainable in hospitality management in Nigeria. It is believed that this will breed intellectuals in the hospitality industry who will be instrumental in formulating ideal food safety policies for the country. It is also believed that such higher academic ventures will heighten researches especially in the areas of food safety which will in turn enhance the formulation of the suggested (indigenous) food safety policy suggested above.

Since by the time of the study there were hotel operators who were ignorant of the hygiene and sanitation regulations that guide their food operations. It is recommended that regular symposia on the existence, requirements and implications of the food hygiene and sanitation regulations that guide hotel operations in Bauchi be organized for the benefit of the hotel operators.

4.   In the same vein, it is recommended that copies of the food hygiene and sanitation requirements that guide hotel operations in Bauchi be printed and made abundantly available to all hotel operators and the content adequately interpreted if possible in Hausa language which is the predominant language spoken in Bauchi state.

REVIEW QUESTIONS
Write detail explanatory note on the following concepts,
1.   Food Safety
2.   Food Hygiene Education
3.   Food Safety Regulations

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CHAPTER SIX

Quality Management in Tourism and Hospitality: An Exploratory Study Among Tourism Stakeholders

Abstract

Quality in the tourism and hospitality industry involves consistent delivery of products an guest services according to expected standards. Delivering quality service is one of the major challenges the hospitality managers will be facing in the following years as it is an essential condition for success in the emerging, keenly competitive, global hospitality markets. There are various tools that measure and improve quality service, as well as mechanisms for quality recognition in the tourism and hospitality industry. The managers should identify, record and weigh up the impacts of cost-profit and be in a position to prioritise towards a quality improvement process for their own property. The present study shows that tourism stakeholders perceive quality service in a hotel as value for money, a comfortable room, friendly staff and tasty food. Moreover, the survey shows that there is always room for further improvement of the hospitality services. Other results of the survey reveal that the most important factors for a

hotel's future are guest satisfaction, guest retention and word of mouth advertising. Aiming at excellence and profitability, the outcomes of the survey suggest focus on quality service; retention of existing guests by exceeding their expectations; continuous quality improvement; employment, regular training and empowerment of service-oriented staff; search for best practices through benchmarking; and, finally, pursuit of quality accreditation through the various schemes, such as the eco-labels, ISO and the EU Foundation for Quality Management. The study will be organised as follows,

6.1   Background to the Study
6.2   The Importance of Quality in Tourism and Hospitality
6.3   Tools Measuring Quality Service in the Hospitality Industry
6.4   Mechanisms for Quality Recognition in the Tourism and Hospitality Services
6.5   Studies into the Perception of Tourism Stakeholders about Quality Hospitality Services
6.6   Conclusions

6.1   BACKGROUND TO THE STUDY

A simple, customer-driven definition of quality that is popular today is: Quality is meeting or exceeding customer expectations. To meet or exceed customer expectations, organisations must fully understand all service attributes that contribute to customer value and lead to satisfaction and loyalty (Evans & Lindsay, 2010).

Quality Management is closely linked to the concept of continuous improvement, it does not take the form of capital -in the sense of an asset, but involves work to make something evolve, it is implemented within a reference framework, it uses tools and methods and involves repetition and evaluation (EU, 2000).

The International Organisation for Standardization (ISO) defines quality management as "all activities of the overall management function that determine the quality policy, objectives and responsibilities and implement them by means such as quality planning, quality control, quality assurance and quality improvement within the quality system" (International Standard, Quality Management and Quality Assurance-Vocabulary, 1994).

As companies came to recognize the broad scope of quality, the concept of total quality (TQ) emerged. Total Quality is a people-focused management system that aims at continual increase of customer satisfaction at a continually lower real cost. TQ is a total system approach (not a separate area or program) and an integral part of a high-level strategy; it works horizontally across functions and departments, involves all employees, top to bottom and extends backwards and forwards to include the supply chain and the customer chain. TQ stresses learning and adaptation to continual change as keys to organisational success (Procter & Gamble, 1992).

In the area of hospitality, total quality management (TQM) is a participatory process that empowers all levels of employees to work in groups in order to establish guest service expectations and determine the best way to meet or exceed these expectations. A successful property will employ leader-managers who create a stimulating work environment in which guests and employees become integral parts of the mission by participating in goal and objective setting (Walker, 2010). Through their organisation and management process, the tourism accommodations are called to adjust to many changes in order to produce and offer products and services suitable to satisfy their guests. It is expected the TQM implementation in the tourism sector to inspire and motivate its human resources, as well as to create a competitive advantage that will enhance the property itself and the total tourism industry (Laloumis & Katsoni, 2010).

6.2 THE IMPORTANCE OF QUALITY IN TOURISM AND HOSPITALITY

Quality service is a management tool that provides companies with a means of monitoring service from the customers' perspective. Quality assurance refers to any planned and systematic activity directed towards providing consumers with goods and services of appropriate quality, along with the confidence that they meet consumers 'requirements. Quality assurance depends on excellence of two important focal points in business: the design of goods and services and the control of quality during execution of service delivery which is often aided by some form of measurement and inspection activity. (Evans & Lindsay, 2010).

A quality service management system is a result oriented approach. It deals with the service characteristics that really matter to end-users; it addresses service providers who have tangible results to expose to end-users (consumers); it guarantees the customers the high quality of service they can receive during their stay in a lodging and it provides staff with methodology to show commitment to quality service (Reyad, 2005).

The concept of quality is widely discussed in the hospitality management. Quality in the hospitality industry is defined as "the consistent delivery of products and guest services according to expected standards". Increasingly, guests are willing to pay more when they visit hospitality properties offering service that meets or exceeds their service expectations. The level of quality service is an important factor in the experience that guests receive during their visits to lodging operations (Hayes, Ninemeier & Miller, 2011).

By creating value for the guest, the lodging establishment can manage successfully to retain its guests. Managers must recognize the importance of client retention, since the attraction of a new customer is regarded to be more expensive and time

consuming (Reyad, 2005). In an increasingly competitive market, the issue of quality has grown in significance for hotel businesses. This has been influenced by a number of factors, such as the expansion of consumer rights and the alleged emergence of 'new', quality conscious tourists. In addition, greater competitiveness has caused hotel companies to be increasingly aware of the importance of quality as a source of competitive advantage (Soteriadis & Varvaressos, 2006).

The components of quality in the hospitality industry that can be used to develop and implement a quality service system are the following:
1.   Consider the guests being served
2.   Determine what the guest's desire
3.   Develop procedures to deliver what guests want
4.   Train and empower staff
5.   Implement revised systems
6.   Evaluate and modify service delivery systems.
Source: Foundations of lodging management, p. 48, Pearson Education (2011)

Quality self-evaluation by the hotel industry (usually through comment cards in the guest rooms or online questionnaires) is very important so that the hoteliers can identify and solve problems. Regular and systematic analysis of the evaluation results may lead to a wide range of advantages, amongst them:
1.   Measuring the matching degree of customers' needs and expectations, and comparing the results with perceived quality,
2.   Acting as a basis for the strategic process, identifying improvement activities; and
3.   Controlling competitiveness in quality with the help of benchmarking (Soteriadis, 2006).

The definition of benchmarking is given further below under the heading "Other tools for improvement". Delivering quality service is one of the major challenges the hospitality managers will be facing in the following years. It will be an essential condition for success in the emerging, keenly competitive, global hospitality markets. While the future importance of delivering quality hospitality service is easy to discern and to agree on, doing so presents some difficult and intriguing management issues (Lazer & Layton, 1999).

6.3 TOOLS MEASURING QUALITY SERVICE IN THE HOSPITALITY INDUSTRY

Despite the continuous efforts of hospitality properties to deliver high level services, sometimes gaps between the perceived and the offered quality may occur. The reference that is to follow includes some of the most well-known models that measure quality service in the hospitality industry.

1. Perceived Quality Service Model

Gronroos' (1990) Perceived Quality Service Model is a helpful tool to understand factors that affect customer perceived quality in a company's service. The expected quality is directly influenced by the methods of marketing total tourism experience within an enterprise, the image created for a tourism product, the influence of the "word-of-mouth" advertisement and the customer requirements and needs. Key questions for establishing an image are: what kinds of services have been provided? How these services were delivered to guests? If the experienced quality is equal to the expected one, then total perceived quality has been managed holistically in the most successful way.

2.   The Five Gap Model

Parasuraman, Zeithaml & Berry's (1994) Quality Service Model is a helpful instrument to define the objectives of quality management. It is basically customer-oriented and it helps to explain the co-service process.

According to this model, consumers' quality assessment will be influenced by a series of five distinct "gaps" in this co-service process. Quality Management Systems must attempt to close the five gaps in the model and to improve the quality of service as experienced by means of comparison between expected and perceived quality after the customer has received the service.

3.   The SERVQUAL Instrument

According to Postma & Jenkins (1997), the perceived quality needs to be measured, both internally and externally.

Internal measurement refers to the measurement of objective criteria developed and/or posed by the destination organisation (technical quality, process quality, functional quality and relational quality - Total Quality Management/ TQM). The research methods that can be applied must also be objective - Attribute-based Methods. Parasuraman, Zeithaml & Berry's (Edvardsson et al, 1994) SERVQUAL Technique attempts to measure the five main characteristics of tangibles, reliability, responsiveness, assurance, empathy, corresponding with the gaps 1 to 5 in the gap model respectively. With SERVQUAL, the organisations are able to permanently monitor the internal routine quality service. External measurement refers to the subjective expectations, needs, wants and experiences of the customer (expected quality, experienced quality, and perceived quality). The research methods that can be applied must also be subjective Incident-based Methods.

4.   The Critical Incident Technique (CRIT)

Attempts to understand what is happening in the various "moments of truth" and the results are collected from small samples investigated in depth over time. It attempts to provide useful information for the development and the interpretation of the product, the widening of the domain of marketing and the quest for quality improvement. With CRIT, the organisations are able to understand customer problems and resolve them in a flexible way.

5.   Other Tools for Improvement

Apart from the internal and external measurement, there are some other tools to monitor quality of products or services and achieve continuous improvement in the tourism industry:

1.   Surveys of satisfaction (questionnaires).

2.   Mystery guest/Mystery shopper (a technique of secretly visiting companies/organisations in question, to check the quality of services provided and to prepare and submit feedback reports to management.

3.   Market evaluations (market reports analyzing critical issues, such as competition and pricing policy, useful for defining the company's strategic policies and marketing).

4.   Audit reports (inspection, correction and verification of business accounts audits, conducted by independent auditors).

5.   Complaints and incidences are oral or written complaints in specific forms, indicating incidents in "moments of truth" that led to guest's dissatisfaction.

6.   Self-assessments are the moments that managers, staff or other stakeholders evaluate the present situation, taking into consideration the market reports, complaint forms, "moments of truth" etc., for identifying the main source of malfunction, in order for a solution to be found (Reyad, 2005).

7.   Benchmarking. It is a process of comparing and measuring an organisation's business processes against best-in-class operations to inspire improvement in the organisation's performance. The insights gained from benchmarking provide organisations with a foundation for building operational plans to meet and surpass industry best practices (Global Environmental Management Initiative, 1994).

Measuring quality service and quality assurance is a long-term consistency, which also represents a cost, but a welcomed and a lower one than that of non-quality. The managers should identify, record and weigh up the impacts of quality cost-profit. The main categories of quality costs are: prevention (setting up) costs; assurance (staff time and administrative) costs; external costs (or failure costs), (Johns, 1997).

Considering all the above each manager will be in a position to prioritise towards a quality improvement process. The Cost-Benefit ratio of quality could be achieved through an equation of non-quality costs and of quality assurance towards the benefits of operational cost savings, as well as guest return rate and word of mouth recommendation (Kapiki & Tatari, 2006).

6.4   MECHANISMS FOR QUALITY RECOGNITION IN THE TOURISM AND HOSPITALITY SERVICES

1.   Quality labels

There are various mechanisms aimed at delivering quality in tourism services. The two main reasons for establishing quality labels for accommodation via some form of classification scheme are to: inform consumers, enabling an informed choice to be made that is based on some measure of quality; encourage investment

and quality improvement by setting a standard that owners seek to reach and maintain. Two forms of measurement are commonly used: physical measures (e.g. size of rooms) and quality of service (European Parliament, 2007).

The existing quality standards and labels include
i.   The star classification system (hotels are rated from one to five stars). Another hotel rating process is that of the American Automobile Association-the AAA Diamond program (hotels and restaurants are rated from 1 to 5 diamonds).
ii.   The tripadvisor.com, a travel website with accommodation ratings that are based on consumer opinions as submitted to the site.
iii.   The International Standards Organisation (ISO). There are several series of standards and some of them can be applied to the tourism sector.
iv.   Eco-labels have increasingly been established. The first labels to be developed were originally "green labels", aimed at improving the environmental management of hotel establishments but have since extended to other sectors of the tourism and travel industry (European Parliament, 2007).

2.   The European foundation for quality management (EFQM)
The European foundation for quality management was created to promote a standard approach to management for all organisations operating in Europe to contribute to ensuring sustainable, quality practices. In 1991, EFQM introduced the "EFQM Excellence Model" (figure 6.0) based on a set of eight fundamental concepts as a framework for organisation self-assessment (Go & Govers, 2000).

People Satisfaction 9%		People Management 9%	
Policy & Strategy 8%	Process 14%	Customer Satisfaction 20%	Operational results 15%
Resources 9%		Impact on Society 6%	
Enabling Factors 50% ⟷		Result 50% ⟷	

Leadership 10%
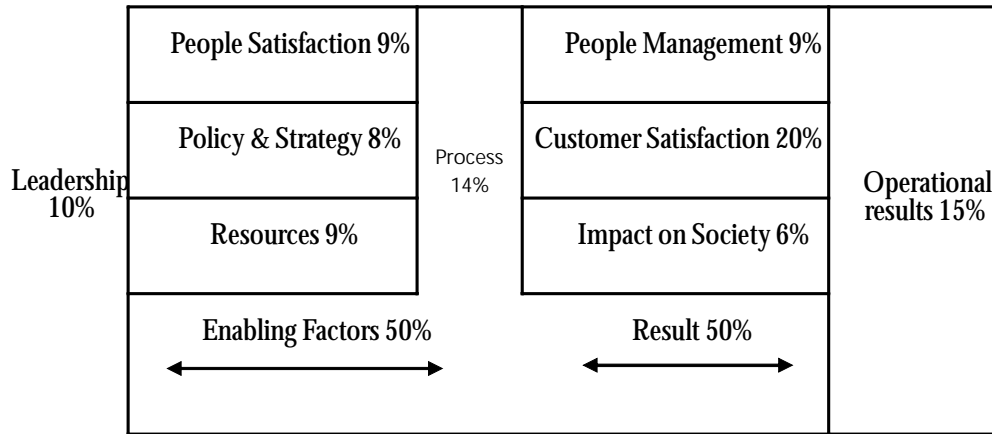
Source: Go & Govers, 2000, Figure 6.0. The EFQM model

The main characteristics of EFQM are that it expresses a facilitator and advisor role, it does not deliver certification to companies and organisations, but it awards prizes to best companies. The enabling factors (leadership, people management, policy and strategy, resources and process) are calculated based on introduced, systematic, measurable and on-going improvement system, while the results (people satisfaction, customer satisfaction, impact on society and operational results) are evaluated based on trends, achieved objectives and comparison with other companies in the sector.

3.   The Malcolm Baldrige National Quality Award

It is the highest level of national recognition for quality that a U.S. company can receive. It is administered by the federal government (National Institute of Standards and Technology, Commerce Department). The award promotes an understanding of quality excellence, greater awareness of quality as a critical competitive element and the sharing of quality information and strategies (Walker, 2010).

Conducted to assess the performance of the different departments within an organisation,the Baldrige Criteria apply equally to all business sectors, including service organisations, and are compatible with other performance improvement initiatives, such as ISO 9000 and Six Sigma. These organisations serve such diverse groups as luxury hotel patrons, the health care community, restaurant goers, financial customers, the oil industry, etc. (National Institute of Standards & Technology, 2011).

4.   The Leading Hotels of the World

The Leading Hotels of the World (LHW) is considered to be one of the most significant quality awards (Laloumis & Katsoni, 2010). The LHW is a prestigious luxury hospitality organisation representing the world's finest hotels and resorts. Headquartered in New York City, the company has more than 450 members in 80 countries and offers the largest collection of luxury hotels, resorts and spas. Leading Quality Assurance is an affiliate quality inspection company providing assessment programs to improve the levels of operating performance of organisations in various industries. Incognito inspections are

A comprehensive report that details the client's fulfillment of over 1.200 standard points has proven to be an invaluable management tool for improving overall performance of an organisation, as well as measuring individual employee performance and the need for capital improvements. The report also benchmarks the individual clients' performance against a database of 1.500 other organisations throughout the world. Information collected during the inspection process is then stored in a confidential database, and can provide some of the most comprehensive benchmarking data in the luxury worldwide market segment. In turn, clients of Leading Quality Assurance will be able to measure their service standards against other similar products in a particular destination, country, and region on a worldwide basis (The Leading Hotels of the World, 2011).

6.5   STUDIES INTO THE PERCEPTION OF TOURISM STAKEHOLDERS ABOUT QUALITY HOSPITALITY SERVICES

Methodology

The study intended to explore how the tourism stakeholders perceive the quality services in the hospitality sector, the ways of service improvement and the importance of quality for a hotel's future. Based on the analysis of the findings, some recommendations for successful service delivery are suggested. Data was collected by means of a questionnaire developed for the survey, as well as by structured interviews either in person or over the phone. The sample consists of 60 people affiliated to tourism and hospitality and its main characteristics are:

1.   Status: Hotel executives [25]; tourism stakeholders (presidents of associations, committee members, etc.) [10]; tourism educators [10]; and tourism students [15], a total of 60 respondents
2.   Gender: 60% males and 40% females
3.   Age: 20-62
4.   Location: 50% in Thessaloniki and 50% in Chalkidiki, Greece.

A total of 130 questionnaires were sent by e-mail to the various recipients and 69 completed answers were received or were picked up (response rate 53%). From these answered questionnaires, nine were incomplete and, therefore, they were excluded from the sample. Wherever necessary, a telephone follow up took place for clarifications and additional data. The method employed is the qualitative research, aiming to gather data from a small and focused sample (tourism stakeholders) and after having examined the answers to interpret them and form a subjective impression. The participants in the sample were selected because they are key players in the tourism sector (stakeholders, educators, executives and future employees) and consequently, their opinion and suggestions are considered important for the improvement of the industry.

Questions to the Participants and Main Findings

1.   What is considered for you quality service in a hotel?

The received answers are grouped in the following findings:

i.   Value for money, clean and comfortable room, friendly and well-trained staff, healthy and delicious food (60 % of the respondents)

ii.   Anticipation and satisfaction of the guests' needs (30 % of the respondents)

iii.   Various other answers include: smile, politeness, timely service and communication (10 % of the respondents)

2.   Do you believe that the hotels in your area offer quality services?

The answers include the following opinions:

i.   Few hotels offer exceptional services. The majority of the hotels offer very good and good services and the quality of a small percentage is very low (75% of the respondents).

ii.   It depends on the hotel class and room rates. There are very good four and five star hotels that charge high rates and offer quality services, yet some two or one star hotels charging low rates offer poor services (25% of the respondents).

3.   What should be done by the hotels in order to improve their quality service?

We received several answers and we cite the most interesting ones:

i.   Apply total quality management process (35%)

ii.   Take under consideration guests' opinions and suggestions (30%)

iii.   Assign the hotel's management to an efficient manager (15%)

iv.   Employ and continuous train competent staff (10%)

v.   Renovate the rooms and other facility (5%)

vi.   Various other answers (5%)

4.   How important is the guest satisfaction for the hotel future? Answers
i.   There is future only for those hotels that meet guests' needs, measure their satisfaction, analyse the results and make sure they proceed to improvements (45%)
ii.   Guest retention is very important for the hotel's future, therefore the hotel managers should do everything in their power to have their guests satisfied (30%)
iii.   Satisfied guests return to the hotel in the future and they recommend it to others. In this way the hotel will not face any occupancy problems in the future (25%)

5.   How can the Quality Service Contribute to Guest Satisfaction?
How can the quality service contribute to guest satisfaction?
i.   For some hotel guests perceived quality service is much different than the expected one, resulting in unsatisfied guests (50%)
ii.   Major differences between the hotel's services and the ones advertised on its website or brochure dissatisfy the guests (40%)
iii.   I have no opinion (10%)

Analysis of the Survey's Results
1.   For the majority of respondents (60%) quality service in a hotel means value for money, a comfortable room, friendly staff and tasty food.
2.   75% of the sample believes that most hotels in Thessaloniki and Chalkidiki offer good services. Although this is an encouraging finding, low class hotels in the area still have to do a lot in order to be upgraded.
3.   Application of total quality management (35%), careful consideration of guests' comments (30%), assignment of management to an efficient

manager (15%), employment and training of competent staff (10%) and hotel renovation (5%) are the respondents' suggestions for improvement of service quality. Given the fact that the sample consists of people affiliated to tourism, their suggestions should be taken under consideration and be applied by the hoteliers for bettering their position.

4. According to 45% of the sample, guest satisfaction continuously measured analysed and enhanced is the most important factor for a hotel's future. Moreover, guest retention and word of mouth advertising are other elements to be seriously considered by the hotel managers.

5. Finally, the respondents believe that the perceived quality service and the expected one should not be different; otherwise the guests will be dissatisfied. Therefore, hotels should not advertise attributes that they do not have or present them in an unrealistic way.

The above research results are in line with the theoretical concepts of the hospitality industry regarding quality service and confirm that quality plays an increasingly significant role in both attracting and retaining hotel guests. In-depth further research is required so as to explore what hotel guests want, like, need and expect, in order to suggest those mechanisms leading to excellence in the delivery of quality service in the tourism and hospitality sector.

6.6   CONCLUSIONS

1. Quality and high level services are concepts indissolubly associated with the tourism and hospitality industry

2. Quality assurance is a long-term commitment which represents a cost, but a welcomed and a lower one than that of non-quality. The managers should identify record and weigh up the impacts of quality cost-profit and be in a position to priorities towards quality improvement processes. The cost-benefit ratio of quality could be achieved through an equation of non-

quality costs and of quality assurance towards the benefits of operational cost savings, as well as guest return rate and word of mouth recommendation.

3. There are various mechanisms aimed at delivering quality in tourism services. The two main reasons for establishing quality labels via some form of classification scheme are to properly inform consumers, enabling an informed choice to be made that is based on some measure of quality, as well as encourage investment and quality improvement by setting a standard that owners seek to reach and maintain.

4. Our study has shown that people directly related to tourism (stakeholders, executives, educators and students) perceive quality service in a hotel as value for money, a comfortable room, friendly staff and tasty food. Moreover, the survey shows that the majority of hotels in Thessaloniki and Chalkidiki offer good services. Despite this fact, there is always room for further improvement and excellence of the hospitality services. Other results of the survey reveal that the most important factors for a hotel's future are guest satisfaction, guest retention and word of mouth advertising. It is suggested that hotels not advertise attributes they do not possess or present their property in an embellishing way, because these methods might attract guests at the beginning, but when the guests are on site they get very disappointed, since the perceived quality service and the expected one is much different.

5. Lodging managers should make quality service top priority both for them and their staff. Recommendations for superior guest services towards successful and profitable results include: focus on quality service and guest satisfaction; retention of existing guests by exceeding their expectations; continuous quality improvement; employment, regular training and empowerment of service-oriented staff; search for best

practices through benchmarking; pursuit of quality accreditation through the various schemes, such as the eco-labels, ISO and the EFQM.

REVIEW QUESTIONS

1. Define the term "Quality Management"
2. Mention the Importance of Quality in Tourism and Hospitality
3. Highlight the tools Measuring Quality Service in the Hospitality Industry
4. Explain the mechanisms for Quality Recognition in the Tourism and Hospitality Services

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Facility Management in Management of Hotel Organisations

T he term "facility management" is similar to "property & asset management" but is typically applied to larger commercial properties where the management and operation of the buildings is more complex. Facility Management (FM), as applied to the hospitality sector, is the proactive management of constructed facility and organisational assets to improve their efficiency and add value to their performance and services. This chapter attempts to examine some of the basic elements of facility management in the hospitality industry.

1.1   Meaning of Facility Management
1.2   Evolution of Facility Management
1.3   Functions of Facility Management
1.4   Goals and Tools of Facility Management
1.5   Factors Influencing the Growth of Facility Management
1.6   Strategic Management
1.7   Hotel and Information Technology

7.1 MEANING OF FACILITY MANAGEMENT

According to Alexander (1996), facility management is 'the process by which an organisation delivers and sustains support services in a quality environment to meet strategic needs'. Facility management is the proactive management of facility, support services and organisational assets to improve their efficiency and add value to the core accommodation they provide for their customers to meet organisational strategic objectives.

Facility, in the context of hotels, include buildings, industrial kitchen equipment, restaurants, halls of all categories, central air-conditioning system, fans, elevators, lifts, electrical installations, escalators, bakery equipment, and recreational facility including golf courses. This essentially tallies with the Royal Institution of Chartered Surveyors' Facility Management Skill Panel's (1993) [Cited in Owen, 1993] assertion that FM consists of the management of support services; the management of property and the management of information technology.

7.2 EVOLUTION OF FACILITY MANAGEMENT

Owen (1995) gave a brief beginning of the facility management faculty. Facility management's roots are to be found in a broad spectrum of backgrounds. The term "facility management" itself originated in the hi-tech computer world and was transposed into the built environment area via space planners and office furniture manufacturers. There it was used as a communication vehicle between these interior space specialists and a wide range of clients or "users"; many represented by staff with no property background, including personnel and administrative staff, accountants and production managers.

Facility Management became recognized as identifiable management concept in the United States of America at the start of the eighties and has been practiced in the United Kingdom since about 1983, with the main growth occurring this

decade. All the functions, which are now incorporated under the facility management umbrella, existed prior to the recognition of FM. What FM has achieved, that is new, is an understanding that a co-ordinated and integrated approach to a range of business activities can add value to an organisation's process. This was corroborated by Spedding (1999) when he said that what is new in FM is the view of the support which the property can give to the mission and goals of a particular business.

In particular, the tendency for multi-national companies, with highly serviced buildings in expensive city locations, to insist on making assets work in the most efficient way has given rise to the profession of facility management and it is unlikely that this is a passing trend. The practice of facility management as a professional discipline (with its own defined procedures, professional and educational associations, and the like) has begun. The growth of the most prominent trade organisation in this field – The International Facility Management Association (IFMA) – from its inception in 1980 to 1,500 members in 1985 and more than 4,000 members in 1987 is one dramatic example of this (Hamer,1988). Spedding (1999) was in line with this account when he revealed that he came in contact with the concept of FM in the late 1980s.

The re-structuring of the Royal Institution of Chartered Surveyors (RICS) England from seven divisions into sixteen faculties in 1995 saw the coming into existence the Facility Management Faculty. This gave impetus to the professionalization of Facility Management among surveyors. This incident led the College of Estate Management at the University of Reading to establish a professional diploma in facility management, which was accredited by the RICS. The combined efforts of the RICS, BIFM and IFMA through conferences, publications, and research and industry liason have internationalized facility management and these actions have been aided and abetted by communication and information technology including internet.

The phrase 'consumer is the king' in marketing parlance, implies that organisations aiming for profitability must be customer conscious. This has led to the exploitation of new ways of doing things through re-engineering. Rufai (2003), Nigeria Social Insurance Trust Fund's (NSITF) Managing Director, writing on the theme " The imperative for re-inventing NSITF" has this to say about the institution he presides over: -

The Nigeria Social Insurance Trust Fund (NSITF) is almost a decade today. However, considering that the organisation is a direct off-shoot of the former National Provident Fund (NPF), it can be said to be over 42 years old this year. It is thus by all accounts a mature institution having been in operation for over four decades. NSITF has, therefore, gone through the four stages of the life cycle of a typical organisation namely, birth, growth, diversification and decline. The time is therefore ripe for us to appraise the entire operations of the organisation including its operational philosophy, mission and vision statement, structure, design and strategic plans. This exercise is necessary in order to ensure the survival of the organisation and to empower it to cope with the challenges ahead. This is however only achievable within a broad framework of well-articulated corporate strategy driven by a strategic management philosophy. Strategic management as a concept entails the analysis of environments, planning and forecasting, formulation of corporate functional plans, performance measurement and control, resource allocation, management audit and the establishment of benchmarks. Strategic management thus implies the management of constant change (Rufai, 2003).

It is management of constant change that drives effective companies and organisations. A reflection of change is seen in the adoption of concepts such as strategic management, total quality management, financial engineering, facility management and innovation. The aim and objectives of the organisations are to consolidate its business and improve its profitability. Facility management is one

of these strategic concepts that organisations employ to remain afloat and satisfy their innovation strategies (Torkildsen, 1992). Green and Price (2000) citing Nutt (1999); Grimshaw (2003); Price and Aklaghi (1999), were of the opinion that recent business and academic writing has emphasized that FM as a discipline, and as an organisation, has to evolve to a higher strategic level if the client/business is to extract best value from it.

Facility management practice in Nigeria, as at now, is extremely limited and recent [Odiete, (1998); Ojo, (2002)]. Definitely, it is an offshoot of property management practice and maintenance management, which are widely accepted and well rooted. For instance, the Oyo State Government firmed out Adamasingba Recreation Centre and Shopping complex as well as Agbowo shopping complex at Ibadan to different firms of Estate Surveyors and Valuers to manage. An internal team of experts are managing the refurbished and rehabilitated National Arts Theatre at Iganmu, Lagos. The Nigeria Industrial Development Bank's (NIDB) building and NAL Towers among others have also been firmed out to consultant Estate Surveyors and Valuers. Facility Management emergence could be attributed to the activities of multi-national companies with American origin particularly those in the oil industry. Examples include Chevron and Mobil that have spearheaded the practice of facility management in an attempt to provide a good working and living environment within their organisations and sustained their crude oil production. Also, some hotels like Nigerian Hotels with branches at Benin and Akure are firmed out to private management companies to manage. Most five star hotels such as Nicon Noga Hilton (Now Transcorp Hilton), Sheraton hotels and Towers and Eko Meridien have also put facility management practice in place (Bode-Thomas, 2003).

The 28th Annual Conference of the Nigerian Institution of Estate Surveyors and Valuers held from 24th to 29th March 1998 with the theme 'Facility Management in Nigeria – The Estate Surveyor and Valuer's Perspective' brought into the fore the reality of facility management practice. Other professional institutions such as the Nigerian Institute of Building and the Nigerian Society of Engineers had also organized similar workshop and seminars echoing the importance of facility management. In October 2004, in the wake of monetization policy of the Federal Government, some companies were appointed as facility managers to manage Federal Government properties in Abuja [Punch, Sept 15, 2005]. This single action on the part of government popularised facility management. Subsequently, a group of people with various professional backgrounds gathered together and formed International Facility Management Association (IFMA) Nigeria Chapter. Subsequently, a draft bill was submitted to the National Assembly to give legal backing to its existence [The Guardian, August 20, 2005].

7.3   FUNCTIONS OF FACILITY MANAGEMENT

Hamer (1988) opined that among other duties the following are the activities usually performed by facility managers in the course of their duties: -
1.   Inventory management,
2.   Requirements programming,
3.   Master planning,
4.   Location and layout planning,
5.   Drafting,
6.   Cost accounting,
7.   Real estate strategy,
8.   Move coordination,
9.   Project administration and implementation,
10.   Purchasing coordination,

11.   Maintenance planning,

12.   Site management and

13.   Overall system coordination.

Operational issues to be dealt with include financial planning and budgeting, lease review, maintenance and operations, service contracts and preferred providers, workspace, technology infrastructure, management systems, departmental organisation and staffing and strategy of getting on board with end users and the boardroom. Thompson (1991) was of the view that FM is mainly composed of management of support services, information technology and portfolio management. Interestingly, portfolio management is an element of property management which may mean substituting portfolio management for property management.

In 1993, the RICS FM skills panel (1993) cited in Owen (1993) considered FM to consist of three distinct but inter- related areas as follows: - The management of support services; the management of property and the management of information technology. This is a real attempt at identifying the management of support services, the management of the building and management of information technology, which are accessories to the core activities of the organisations.

The Chartered Institute of Building (CIOB) (1999) [cited in Spedding (1999) regards facility management as comprising five major activities consisting of built asset management, strategic property management, organisation – people and process, valuations and contract procedures. Interestingly, this is the first time an organisation in the built environment is introducing valuation as an area of specialty of the facility manager.

Also Alexander (1996) dwells extensively on the following as core activities that should be performed by facility managers:
1.   Organisation and management,
2.   Quality management,
3.   Value management,
4.   Risk management,
5.   Building performance,
6.   Environmental management,
7.   Information management,
8.   support services and
9.   Project management.

Park (1998) was of the opinion that the duties of a facility manager must include but not limited to space planning, maintenance and feedback, operational services, assets management, life cycle costing, system and software, services, allied activities, health and safety and property portfolio.

Spedding (1999) identified ten business areas of FM consultants as follows: - building valuation and inventories; space analysis; user and occupancy surveys; safety and security audits; telecommunication and information system provision and support; Inspection of premises and maintenance; furniture and equipment surveys; planning and management of contracted out services; re-location of premises and procurement of new properties. There is no doubt that the field of facility management is broad and continues to widen as more and more practitioners join the league. But there is indeed the need to streamline the functions that are being performed by the facility managers. It is also obvious that many of the professional callings highlighted above are currently the areas of professional callings of other professionals.

7.4 GOALS AND TOOLS OF FACILITY MANAGEMENT

From the context analysis above, the goals of facility management cannot be farfetched. It is aimed at exploiting the potentials of the property assets to the maximum which otherwise might have been previously unexploited for the benefits of the organisation. Hamer (1988) opined that the primary need for facility management is to gain control over the present situation. This involves knowing what exists, who is using it, what purposes it serves and how much it costs. This is strategic estate management, which accords with the postulation of Adewunmi and Ogunba (2006) that the best areas of contribution of the surveyor in the multidisciplinary management of facility are in the core competencies such as property management, construction management and provision of strategic advice. These competencies have a lot of role to play in workspace and churn management going by a review done by Meyer (2003).

Hamer (1988) insisted that by implementing a facility management program, the manager should be able to accomplish the following goals:

i.   Develop more meaningful and accurate forecasts of future space requirements, reducing expenditure of resources.

ii.   Prepare more accurate future capital budgets.

iii. Provide a framework within which to meet established budgets more effectively.

iv.   Improve employee morale and efficiency in proportion to the degree to which workstations and an improved environment better respond to employees needs.

v.   Encourage employee to become more anticipatory and less reactionary in their facility management decisions.

vi.   Finding solutions to specific problems are developed within the context of an overall space utilization master plan.

vii. Utilization of space improves

viii.   Reduction may occur in new/future space required in "staging" space or in space held in reserve for emergencies.

ix.   Postponement or avoidance of construction works can be achieved

x.   Rearrangement and relocation of a number of projects can be reduced.

xi.   Management of information and the inventory of space, equipment and furnishings can be controlled.

xii.   Control of capital resources required to support operations can be achieved and allocated more effectively.

xiii.   Improvement of overall work environment is achieved and a more functional, flexible and cost-effective facility is made possible.

xiv.   Development of functional standards for offices, workstations, equipment and special facility.

xv.   Reduction in average procurement cost.

xvi.   Standardization of interior planning, design projects and design components.

xvii.   Availability of necessary, current and future facility requirements data.

xviii. Reduction of energy consumption.

xix.   Distribution of electrical, communication and similar services are achieved more effectively.

One of the goals of FM therefore is to ensure that every inch of space in any organisation is accounted for with a view to ensuring that the organisation meets the trinity of investment objectives.

7.5   FACTORS INFLUENCING THE GROWTH OF FACILITY MANAGEMENT

Udo (1998) explored the relationship between facility management and property management in search of valuable lessons. He concluded by emphasizing the use of facility management skills and techniques for the management of property

investments, which he reckoned, must cover all client services and facility other than building management. His work basically re-echoed the familiar features of FM and property management with the exception of the fact that what propelled FM is the win-win approach to business and to keep winning a company must innovate, anticipate and adapt while constantly improving its ability to meet the expectations of customers, employees, suppliers, investors and the community through the use of case studies analogous to the points cited. The work is generally descriptive without any attempt to justify the constructs through empirical studies. Its use to the present work is to assess the features of hotel General Managers and Facility Managers and establish their tendencies to employ a win – win approach.

Okoroh, Jones and Ilozor (2003) averred that a number of trends have become evident as influencing the rapid growth of facility management. On the supply side, there has been a rapid increase in the number of contractors offering services, which falls under the umbrella of FM which has developed partly through "pull factors" or demand led elements e.g. cost reduction, flexibility, specialists in so many fields and partly through "push factors" or increased supply; e.g. stimulated by competitive tendering, private finance initiative (PFI), public private partnership (PPP), and technological advances by specialists.

7.6   STRATEGIC MANAGEMENT

One clear area of effective management, which may be extremely lacking in hotel management in Nigeria, is in the area of strategic management or what Torkildsen called operational excellence and this involves taking strategic decisions. This strategic approach to hotel business development is what is in vogue in advanced countries of the world today along with facility management, mergers and acquisition, expansion of brands, strengthening of guest loyalty, aggressive maintenance, and new technology and marketing strategy (Telfer, 2005). Thus,

effective organisations must put in place marketing strategies, asset management strategies and business development strategies if they are to remain in the market place.

Facility management is an instrument of strategic change which in hotel circles is called reengineering. [(Hammer and Campy, 1993:32) Cited in Nebel, Rutherford and Schaffer (2002)] defined reengineering as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed". How committed is the organisation to this reengineering? The four fundamental steps that are instrumental to re-engineering hotel operations according to Furey (1993) [cited in Nebel, Rutherford and Schaffer (2002)] are:
a.   Identifying process objectives from customers' perspective;
b.   Understanding existing process; benchmarking;
c.   Re-engineering the process and
d.   Implementing the new process.

There must be radical departure from the past and aggressive commitment to improvement, new ways of doing things and innovation. Thus, there must be differentiation and focus, adoption of on-going style, provision of a role model, wooing of the customers and re-assurance as far as support services are concerned in hotel business. Table 2.1 below shows the features of a re-engineered hotel and the benefits of re-engineering.

Table 7.1: Features of Reengineered Hotel and Benefits of Reengineering.

Features of Re-engineered Hotel	Benefits of Re-engineering
• Fundamental work units change from functional, task -driven departments to process teams.	• Employees are organized into teams where the work focuses exclusively on customer-driven outcomes
• Organisational structu res change from hierarchical (pyramids) to flat.	• Team performance is measured by customer-based criteria.
• Jobs within process teams become multidimensional.	• Teams are able to coordinate their activities without the need for outside intervention
• Workers become empowered to make decisions	• Decisions are made wh ere the work is being performed
• Job preparation shifts from training to education.	• Executives become facilitators and leaders rather than checkers and arbitrators.
• Performance is measured by results that are customer-based rather than task-oriented	• Dramatic improvements in output measures are possible, whereas traditional approaches after, at best, incremental gains.
• Executives change from checkers and arbitrators to leaders and facilitators	
• Advancement is based on ability rather than on past performance.	
• Employees and departments become less protective of their turf and more productive.	

Source: Nebel, Rutherford and Schaffer (2002: 63)

7.7   HOTEL AND INFORMATION TECHNOLOGY

Strategic management is aided and enhanced by information technology (IT). Siguaw and Enz (2002) were of the opinion that the successful companies of the next decade will be the ones that use digital tools to re-invent the way they work. Such companies will make decisions quickly, act efficiently, and directly touch their customers in positive ways. They emphatically stated that companies that effectively use information technology (IT) will be the ones that best improve customer services, improve the efficiency of employees and enhance the contribution of stakeholders. This they opined holds true for the lodging-industry generally and specifically for lodging-industry champions of United States of America who were nominated by peer organisations and managers for their efforts in information technology. What this means is that strategic

management hotel organisations must be IT driven and this becomes easier for facility management oriented organisations.

Thus, use of facility brief and service brief is definitely an indication of commitment to FM principles. The irony of it is that this proposition has not been empirically confirmed in the real business world.Yang and Lee (1997) presented an analytical hierarchy process (AHP) decision model for facility location selection from the view of organisations which contemplate locations of a new facility or a relocation of existing facility. An AHP model provides a framework to assist managers in analyzing various location factors, evaluating location site alternatives, and making final location selection. Although this present investigation is not about location but Yang and Lee's (1997) work may be relevant where there is the presence of application of AHP model, which indicates the adoption or responsiveness to FM. This becomes important when considering churn management. The same is true of Gilleard and Yat-lung (2004) who worked on benchmarking facility management; applying analytical hierarchy process. Benchmarking as a tool for facility efficiency may be useful to this present research especially if quality of service and standard of facility are to be comparatively analysed.

Kotze and Nkado (2003) investigated the use of facility management in institutions of higher learning in South Africa with the objective of establishing the extent to which FM is being operated. The methodology relies on two-stage descriptive survey method with analysis based on descriptive statistics. The findings revealed a high level of FM awareness and there is a recommendation to adopt scenario planning as a tool in FM practice. This work is sectionalized first to tertiary institutions and second to the educational sector at the expense of the other sectors of the economy. It may be difficult to generalize the findings.

Gilleard and Yat-lung (2004) from Hong Kong, illustrates the theoretical framework of applying the analytic hierarchy process (AHP) when benchmarking facility management service provider performance using a case study. The case study illustrated how AHP is particularly effective for handling performance measures that involves multi-attribute multivariate qualitative and quantitative data. The work identified three critical features: ranking, establishing consensual data input and applying sensitivity testing. The work is exploratory but established the statistical and heuristic model that could be employed when benchmarking services in productive organisations. This work is useful for this research in that the idea could be used when establishing the indicators of facility driven hotel organisations.

Okoroh, Jones and Ilozor (2003) in their research work on facility management and hotel organisations in Great Britain dwelt on adding value to constructed facility with emphasis on the hospitality industry with the aim of examining the impact of service contact on the perceived quality and nature of the accommodation package using survey questionnaire for data gathering and the personal construct theory for the analysis of the generated data. In their own opinion, a very large proportion of the product relates to the management of the core activities that center on built facility. There is a need for life cycle planning of these facility, their capacity, use and proactive maintenance policy, as well as the resources needed to cope with changing demands.

Factors such as life cycle costing, productivity, performance values, and legislative change drive facility management. In conclusion they opined that given the nature, characteristics, variety of components, and related economic aspects of hotels, it seems that there are benefits to be derived from the application of FM values. For instance, owners/owner managers in the sector and the location studied, who was more proactive in the management of their constructed facility,

achieved higher occupancy rates, profitability and repeat business. Proactive management becomes essential when it is realized that service products essentially propel hotel products. Thus, hotel accommodation package to be effective and satisfy customer needs must be accompanied by intangible services such as security, feeling of well-being etc.

REVIEW QUESTIONS
1.   Define the term Facility Management
2.   Examine briefly the evolution of Facility Management
3.   What are the functions of Facility Management?
4.   Mention the Goals and Tools of Facility Management
5.   Write brief note on,
      i.   Strategic Management
      ii.   Hotel and Information Technology

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CHAPTER EIGHT

The Dynamics of Knowledge Management Practices for Sustainable Adoption in The Nigerian Hospitality Industry

Abstract

With the increasing development in knowledge management, many organisations have benefited by adopting modern orientations and innovation styles in knowledge management and its applications. As the Nigerian hospitality industry is rapidly changing due to acceleration in information technology, and as managers make proactive changes which focuses on customer preferences, quality and technological interfaces in order to stay competitive in such a dynamic environment. These days, travellers are choosing to patronize hotels that offer the best value proposition under existing budgetary constraints. Inspite of budgetary constraints, organisations that do not innovate effectively may be destroyed by those who do. Hence, the hospitality industry cannot truly thrive if it does not invest in innovation. This study therefore focuses on the dynamics of the various factors of knowledge management practices, for sustainable adoption in the Nigerian hospitality industry. An exploratory field study utilizing an inductive

methodology involving a multiple case study approach was undertaken by conducting interviews with top management cadre of the selected hospitality industry in Abuja, Nigeria. The study offers a comprehensive analysis of future knowledge management research and provides managerial implications for organisations to better realize the worth of knowledge management and the possible impediments involved in the processes of adopting and implementing knowledge management. The study recommended that among other things, that the management of the hospitality industries should tastefully furnish rooms with quality furniture and fixtures and develop the visual appearance of the hotel. The study is organised using the under listed framework,

8.1   Background to the Study
8.2   Statement of Problem
8.3   Literature Review
8.4   Methodology
8.5   Data Analysis and Results
8.6   Research Implications
8.7   Conclusion
8.8   Recommendations

8.1   BACKGROUND TO THE STUDY

The trend of globalization does not only provide opportunities for firms to bring products and services to wider market, but also increases the intensity of competition. To survive in such as extremely competitive environment, organisations tend to utilize their knowledge resources effectively for creating competitive advantage and developing a greater ability to act and adapt (Handzic et al 2008). Treating knowledge as significant organisational resources, studies in the area of knowledge management (Km) have grown dramatically over the last decade (Hislop et al 2000, Feng et al 2004). Knowledge management has become

the focal point for discussions on mechanisms to facilitate firms acquiring greater competitive edge in the emerging global information economy. Knowledge management in this study is defined as the process of identifying, managing and leveraging individual and collective knowledge to support the firm becoming more competitive. This definition highlights the primary components of knowledge management in the increasing competitive world. The hospitality industry is characterized by its outputs of service products, which primarily satisfy the demand for accommodation, food and beverages (Buttle, 1986). The industry is operating in an ever increasing knowledge-based economy, where hotels have to increase customer's satisfaction and retention levels, lower employee's turnovers rates and operating expenses, maximize profits and strive to gain sustainable competitive advantages. In order words, knowledge management caters to the critical issues of organisational adaptation, survival and competence in the face of increasing discontinuous environmental changes. Essentially, it embodies organisational processes that seek synergistic combinations of data and information processing capacity of information technologies and the creative and innovative capacity of human beings (Civil 2000).

Knowledge management origins dated in 1959 when Peter F. Drucker created the term; "the knowledge workers". Since the 1995, introduction of knowledge management to the business and hospitality industry are used to best describe the main idea of knowledge management. Many Scholars (Groff and Jones, 2003, and Skyreme 1999) have published different definitions of knowledge management and have emphasized the importance of continued knowledge management research. However, there is no clear consensus on the definition of knowledge management as a process nor there is an established theme on knowledge management to describe the direction and impact of findings of published research.

8.2   STATEMENT OF PROBLEM

Over the past decades the practice of knowledge management has expanded tremendously due to economic, social, technological factors and trends. The Nigerian hospitality industry lacks the ability to adjust to these trends/factors in knowledge management. Furthermore, Nigerian hospitality industry has responded negatively to the adoption of knowledge management and therefore created a hostile knowledge adoption environment. It is important to emphasis that the attainment of knowledge management through positive interaction of research and hospitality industry would allow closing the gap and opening doors to new applications for the hospitality industry.

8.3   LITERATURE REVIEW

Knowledge management has its origin back in 1959 when Peter F. Druckes created the term "the knowledge workers". In his belief, a knowledge worker is one who works primarily with information or one who develops and uses knowledge in the work place. A knowledge worker helps to develop business intelligence and increases the significance of intellectual capital. According to Drucker (1993), these knowledge workers created an atmosphere in which any company can gain insight into customer preferences.

In order to further understand the roots of knowledge management as a process, one need to explore intangible assets of an organisation. Karl Erik, Sveiby (1997) introduced three families of intangible assets, namely internal structure, external structure and individual competence. The term internal structure deals with five main components, namely, computers, patents, concepts, models and administrative system. All fire components are utilized by the employees and are owned by the company. Both the employees (human capital) and the internal structure represent what is generally called the organisation. The component of the external structure consists of brand names, trade-marks and company

reputation (image) and the relationship between customers and suppliers. Lastly, the term individual competence describes the ability of employees to act and react effectively in adverse service encounters. Individual competence consists of work related skills, values, education, experience and social skills. These components of competence cannot be owned by any company but can be contributed by any employees who possess them. As stated by Sveiby (1997), people are the only true agents in business. All assets and structures whether tangible, physical products or intangible relations are the result of human action and depended ultimately on people for their continued existence. The focus on competence, skills, human capital and the learning organisation lead to a growing emphasis on organisational knowledge and the management of expertise. Bouncken (2002) compared the relevance of knowledge management in the hospitality industry to the importance of knowledge management practice in other industries. The author identified and provided evidence of knowledge and analyses different dimensions/approaches of knowledge management in the hospital industry. The findings indicated that knowledge management plays a major role in the overall performance of hotel operations and is of great assistance for quality improvements for hotels.

Gronen (2002) proposed a knowledge management system that might assist to gather information from customers and captured this information (tacit knowledge). This knowledge is then stored in knowledge management system which is called "the knowledge café. He stated that knowledge management is identified as a key success factor in most industries. Scott and Laws (2006) stated that knowledge sharing is a means by which new ideas and competitive advantage is created or brought into new ways of functioning. Their study clearly identified new directions for future research. Such as understanding the power of knowledge sharing in the hospitality industry and how tacit knowledge can be localized.

Woods and Deegan (2006) based their study on the statement that quality has become the main sources for competitive advantage in the hospitality industry. Zehrer and Pench Laner (2006) addressed the issue of knowledge management by accessing information through e-mail inquiries. They found that advancements in information technologies allowed hospitality industries to access relevant information via internet. Gathering important information through the internet plays a major factor in the long-term success of hospitality industry.

Shaw and Williams (2008) evaluated a review on current knowledge management and knowledge transfer in the hospitality industry. The aim was to explore some of the most common mechanism/practices in knowledge management and means of knowledge transfer in the hospitality industry. In doing so, they explored such concepts as interlocking directorships, communities of practice, learning regions and labour mobility. Hallin and Marnburg (2008) emphasizes that knowledge management (km) has emerged over the last decade to become one of the most debated management concepts, but in the hospitality industry, km has not achieved the same scale of application and empirical research as in other fields. According to Davenport and Prusak (1998) knowledge is a fluid of framed experience, values, contextual information and expert sight that provides a framework for evaluating and incorporating new experiences and information.

Bollinger and Smith (2001) described knowledge as the understanding, awareness or familiarity acquired through study, investigation, observation or experience over the course of time, that is, knowledge is an individual's interpretation of information based on personal experiences, skills and competencies.

Knowledge management has also been defined in numerous ways depending on the purpose of research. Alavi and Leidner (1999) defined knowledge management as a systematic and organisationally specified process for acquiring, organising and communicating both tacit and explicit knowledge for employees so that other employees may make use of it to be more effective and productive at work. Duffy (1999) described km as a process capitalizing on organisational intellect and experience to drive innovations. The American productivity and Quality Centre (2007) advocates that km is the strategies and processes of identifying, capturing and leveraging knowledge to assist the firm compete. Earl (2001) suggested that km can be viewed from seven dimensions with their focuses as follows; system technology, cartographic maps, engineering processes, commercial, organisational spatial space and strategic mindset. Lloria (2008) suggested that managing knowledge well can develop new opportunities, creating value for customers, obtaining competitive advantage or improving performance. According to Dayon and Evans (2006) emphasizes that the activities of knowledge management include knowledge capture, documentation, retrieval and reuse, creation, transfer and sharing of its knowledge asserts integrated in its operational and business processes.

In essence, the processes of knowledge management adoption and practice involve the systematic organisation, planning, scheduling, monitoring and deployment of people, processes, technology and environment, with appropriate targets and feedback mechanisms to facilitate the 'retention sharing, identification, acquisition, utilization of knowledge and new ideas in order to achieve strategic aims.

Over the past two decades, the world's economy has been marked by a steady shift in emphasis from the production of goods to that of services, thus becoming predominantly a service economy. Gustafsson and Johnson (2003) stated that

services now accounts for more than half of both employment and output in most industrial nations. This is an important reason why as Osborne (1998) studies indicated that services have tended to have a strong socio-political orientation. Enz and Signaw (2003) suggested that managers should learn from the successes of proven leaders in the hospitality industry and that the most successful practices, could serve as bench marks, guiding and inspiring other innovators. Chan and Pine (1998) found that hotel, restaurant and tourism businesses skill tend to focus on quality improvement rather than innovations.

In essence, hospitality industry which includes the restaurant, accommodation, entertainment and transportation business faces increasing competition. Those who are working in this industry should be able to keep and attract new customers by satisfying their increasingly sophisticated demands. To meet these new challenges, there has been more emphasis on knowledge sharing in the hospitality industry and even on the notion of team-work. The importance of knowledge management (km) and knowledge sharing (ks) have been firmly established. Many studies have recognized the importance of km and ks in supporting innovations in the hospitality industry (Finnegan and Willcocks 2006). Organisations that employ these techniques stand a better chance of promoting innovation through knowledge transfer and continuous learning with the result of increased effectiveness and competitiveness.

Further review shows that the hospitality industry is one of the largest users of information technology (IT), that the industry is knowledge-intensive as a result of the nature of the service product, where the service delivery occurs as a result of interaction between customers and employees and where it is required that employees are knowledgeable of customers need in order to achieve customer satisfaction (Kolter, Bowen and Makens 1999). Studies by Bounchen and Pyo (2002) shows that hospitality management considers knowledge management

and information to be relevant concepts, but are confronted with too many unclear knowledge management strategies, activities and implementation techniques. This findings was confirmed by Yun (2004) who argued that the tourism and hospitality industries adopts slowly to km strategies due to the complexity of the concepts, which requires certain skills in data mining, statistical analysis and substantial knowledge of tourism and hospitality management.

8.4   METHODOLOGY

The research sample consisted of the high quality hotels located in Abuja, Nigeria. The hotels totalled 5 were randomly selected. The research sample represented with the general managers of the selected hotels, assistant managers and the department heads and their assistance. The research sample consist a total number of 150 respondents as shown below in table 8.1.

Table 8.1, Representatives from the Hotels

Hotels	Respondents
1	30
2	30
3	30
4	30
5	30
	150

Source: Survey Result.

The study used personal interviews with the executives to know the degree of using the knowledge management and its renewed applications in the hotel business. In addition, we distributed questionnaire to the selected respondents to know the degree of the interaction between the departments and the consequently positions of using the knowledge management concepts. Dixon (2000) in his study emphasizes that many of the international companies as the Finnish Communication Company (Nokia), the British Oil Company (BP), the

American Contracting Company (Bechtel) reduced its expenses and increases the procedures of knowledge management which enable them to enhance their abilities and possibilities to compete and stay in the international markets.

8.5 DATA ANALYSIS AND RESULTS

Data analysis was performed in two stages. In the first stage, reliability analysis was conducted using SPSS to evaluate the stability and consistency of the measured items. Second, data reduction was conducted to convert the items into a single composite score. The items were subjected to principal component analysis in order to examine their unidemensionality. Overall results of the factor analysis appeared satisfactory and most measurement items loaded strongly onto the constructs. The results showed that the Cronbach's () for the constructs surpassed the threshold point of 0.79 (0.82 to 0.94) as suggested by Nunnally (1978). The analysis shows that if the hospital industry continues to develop soft factors that seem to lie beyond the scope of management, this might likely encourage further innovation. Our findings confirmed the claim of other researchers (Prajogo and Ahmed 2006) that soft organisational structures are more important than hard ones, as shown in table two.

Table 8.2: mean, standard deviation and inter-correlation variables.

	Variables	Mean	S.D	1	2	3	4	5	6
1.	Age	25.08	7.82	(0.85)					
2.	Number of years working	3.53	0.28	0.08	(0.88)				
3.	Employee Quality of life	5.32	0.73	0.66	0.45	(0.84)			
4.	Team collectivism	4.57	0.78	0.44	0.58	0.62	(0.87)		
5.	Employee Orientation	4.68	0.79	0.58	0.64	0.75	0.82	(0.85)	
6.	New service development	4.03	0.72	0.74	0.72	0.78	0.74	0.76	(0.93)

Note: value in Parenthese are Cronbech's (∞) coefficients
P. > 0.05

In this study, as indicated before, the reliability analysis was used to evaluate the stability and consistency of the measured items in each latent construct. The Pearson correlation between the variable as well as Cronbech's () for the study also shown on the table above. Values in the parenthese are the Crombech's () coefficient. All the hypotheses stated were significant. The collinearity statistics indicated that it is appropriate to carry out regression analysis. The regression analysis implying that employee collectivism, quality life and employee orientation did affect intention to adopt knowledge management practices in Nigerian hospitality industry. For employee collectivism to be significant is the keeping with the need for collaboration for effective knowledge management. This is evident especially when knowledge sharing process is considered.

As shown in table 8.2, SPSS software was used to perform descriptive statistics as well as tests of significance, multivariate analysis of correlation and regression was also carried out. Reliability of the measure was achieved by ensuring that the construct of the study were firmly rooted in literature. In table 3, we identify the characteristics of respondents as used in the study.

Table 8.3: Characteristics of Respondents

1	Gender	Frequency	Percentage
	Male	90	60.00
	Female	60	40.00
	Total	150	100
2.	Educational		
	Secondary School	28	18.66
	NCE/OND	39	26.00
	B.Sc/HND	58	38.66
	M.B.A/M.Sc	20	13.33
	Ph.D	--	--
	Others	5	3.33
	Total	150	100
3.	Marital Status		
	Married	23	15.33
	Single	125	83.33
	Divorced	2	1.33
	Total	150	100
4.	Hotel Departments		
	Food and beverages	108	72.00
	Rooms	27	18.00
	Others	15	10.00
	Total	150	100
5.	Job Title		
	First-line employee	64	42.66
	Supervisors	48	32.00
	Outlet managers	12	8.00
	Department manager	21	14.00
	General manager	5	3.35
	Total	150	100
6.	Organisational Tenure		
	Under 3 years	16	10.67
	3 – 6	22	14.67
	6 – 9	38	25.33
	9 – 12	29	19.33
	12 – 15	26	17.33
	15 – 18	12	8.00
	18 – above	7	4.67
		150	100

Source: Survey Results

The participants were primarily male (60%) with the organisational tenure ranging from 6 – 9 years (25.33%). The first-line employees constituted 42.66%, while supervisors (32%), assistant managers (8%) and department managers (14%).

8.6   RESEARCH IMPLICATIONS

This study has shown the importance of the employees in the service firms. It is clear that to achieve high innovation that hospitality industries need to develop and ensure adequate knowledge management behaviour and team culture. Because team cultures are based on co-operation, firm support and cohesiveness tend to stimulate greater knowledge management practices in the industry. It also motivates and empowers the individuals in the industry to innovate. If managers focus more on individual team members in hospitality industry, then all team members (employees) might be encouraged to satisfy all the services needed of their organisation. Furthermore, it is important that all managerial actions should consistently show management concern for both employees and customers.

Area for Further Studies

To expand on these findings, future research may focus on two specific areas. First and in connection with the previous discussion, the variables incorporated in the study were deliberately limited in scope in order to facilitate testing. Therefore, further studies investigating the complexity of hard and soft aspects of service innovation management could profitably incorporate more explanatory variables including controlling and moderating variables such as organisational environment. Second, this study does not prescribe actual methods of developing the managerial practices that can create the organisational cultural environment it describes. This is another area that future studies may want to pursue. Such investigation would require longitudinal designs in order to test the nature of the relationships if they hoped to yield very useful insights.

8.7   CONCLUSION

The changing dynamics in the field of knowledge management has become one of the most rising and promising concepts in the business world and also has become one of the most important concepts in the hospitality industry. From the study, we found that knowledge management has become the deciding factor in achieving competitive advantage. In order to do so, knowledge has to be identified, captured, transferred and shared. In developed economies, hospitality industry has continued to contribute to economic growth, whereas, in the developing economics, hospitality industry assists to redistribute income among the workforce.   The redistribution is through tipping, profit sharing schemes, compensation plan, benefits and others. Hospitality industry is knowledge intensive, thereby stand to benefit extensively from the provisions of information technology. For example, knowledge sharing which is a key knowledge management (km) process has the potential of providing the ethos and a set of tools as well as practices for capturing and developing individual and collective knowledge within and between organisations. Organisations that employ these techniques stand a better chance of promoting innovation through knowledge transfer and continuous learning with the result of increased effectiveness and competitiveness.

The review of the theoretical content of knowledge management contributions in the hospitality sector revealed that research on knowledge processes are scarce and dim, implying a great research potential. The review revealed that there is a great need for empirical knowledge management studies in the hospitality context founded on a sound and proper research design and implies satisfactory testability and generalization and thus contribute to an overall and comprehensive research debate of knowledge management in the hospitality industry.

8.8   RECOMMENDATIONS

The hospitality industries which consist of hotels, bars, restaurants, rely on information to provide services to their customers. The industry need to know the changing preferences of their customers more so as the internet is giving customers quick and current market information. The knowledge intensity of the hospitality industry necessitates knowledge management adoption especially with its knowledge sharing process. Hence, there is a need for establishing a knowledge centre of the hospitality industry which interest is collection of information, saving it and present the offer to help those who desire to enter the industry. Based on this, the following recommendations are proffered:

1.   The management of the hospitality industries has to improve the services and work conditions and increase the level of the workers and keep up with technical development in the industry.

2.   The management should enhance the creative abilities of the workers, encourage them to show their abilities through dialogue and training.

3.   There is need for co-operation between the university and the hospitality industries to benefit from the special university experiences in this field to build strong knowledge base which will orient the management and the employees about the styles and the means which might assist the industry to develop.

4.   Management should reward employees who are prepared to sacrifice to increase group knowledge capital.

5.   Tastefully furnish rooms with quality furniture and fixtures.

6.   Devise and implement a marketing plan that suits the hotel.

7.   Develop the visual appeal for the hotel.

8.   Re-orientation and training of hotel staff.

9.   Consider amenities that will make the hotel competitive.

The hospitality industry has become very competitive; hence it is imperative for the hotel management to work up new ways to increase their guest patronage.

REVIEW QUESTIONS

1. Define the term "Knowledge Management"
2. Examine the history of Knowledge Management
3. Examine the processes of Knowledge Management
4. Discuss the changing dynamics in the field of Knowledge Management, with particular reference to hotel management
5. Attempt basic recommendations for effective Knowledge Management in hotel management

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