

UNIVERSITY OF EDUCATION, WINNEBA

**ASSESSING THE PROFESSIONAL DEVELOPMENT NEEDS OF HOTEL
WORKERS IN THE HO MUNICIPALITY**

BY



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DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

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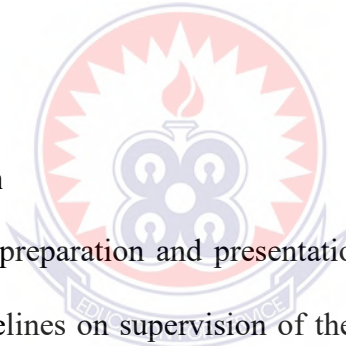
Supervisors' Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Education, Winneba.

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Dr. Doreen Dedo Adi, my supervisor, deserves my gratitude for her informative remarks., suggestions, guidance and constructive criticisms. My profound gratitude also go to Dr. Sefah and all lecturers in my Department for their suggestions and motivation.



DEDICATION

This dissertation is dedicated to my wonderful husband, Mr. Love Akpablie for the care, love, emotional and financial support throughout my education, and to my lovely children: Clarebel, Annabel and Mirabel for their prayers.

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TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
LIST OF TABLES	ix
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Problem	9
1.3 Research Objectives	10
1.4 Research Questions	11
1.5 Significance of the Study	11
1.6 Delimitation of the Study	12
1.7 Organisation of the Study	12
LITERATURE REVIEW	14
2.1 Theoretical Framework	14
2.3 Concept of Professional Development	16
2.4 Types of Professional Development Programmes	21
2.5 Characteristics of Successful Professional Development	28
2.5.2 Active Learning	29
2.6 Factors Influencing the Professional Development of Workers in the Hotel Sector	36
2.7 Challenges Employees Encounter with Professional Development Programmes in the Hotel Industry	37
2.8 Conceptual Framework	40
CHAPTER THREE	43
METHODOLOGY	43

3.1 Brief Description of the Study Area	43
3.3 Research Paradigm.....	44
3.4 Research Design.....	45
3.5 Study Population.....	47
3.6 Sample and Sampling Procedure	47
3.7 Sources of Data	49
3.8 Research Instrument.....	49
3.9 Pre-Testing.....	50
3.10 Method of Data Collection.....	51
3.11 Ethical Considerations	52
3.12 Data Analysis	52
CHAPTER FOUR.....	54
RESULTS	54
4.1 Professional Background of Hotel Workers	54
4.3 Training Programmes Organised to Boost Professional Development of Hotel Workers.....	64
4.5 Operational Challenges of Hotel Workers	74
CHAPTER FIVE	80
DISCUSSION	80
5.1 Professional Background of Hotel Workers	80
5.2 Training Programmes Organised to Boost Professional Development of Hotel Workers.....	86
5.3 Training Needs of Hotel Workers.....	90
5.4 Operational Challenges of Hotel Workers	92
CHAPTER SIX.....	97
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	97

6.1 Summary of Major Findings	97
6.2 Conclusions	100
6.3 Recommendations	101
6.4 Suggestion for further studies	104
REFERENCES	105
APENDIX A	113
QUESTIONNAIRE ON PROFESSIONAL DEVELOPMENT NEEDS OF HOTEL WORKERS	113



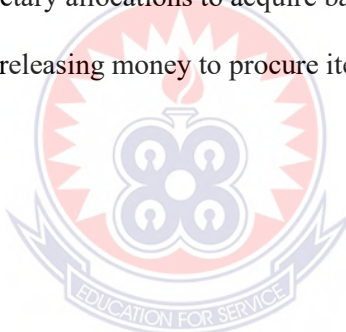


LIST OF TABLES

Table 4.1 : Age characteristics of respondents	54
Table 4.2 : Department of operation	57
Table 4.3 : A cross analysis between age and professional development goals of hotel workers	60
Table 4.4: Reasons for the willingness to work in the hotel sector over next five years.....	62
Table 4.5 : Reasons for the unwillingness to work in the hotel sector over next five years.....	63
Table 4.6 : Training programmes workers have participated in	64
Table 4.7 : Duration of training programmes	65
Table 4.8 : Approaches used by employers to identify the training needs of workers.....	67
Table 4.9 : Lessons learnt from the training programmes	68
Table 4.10 : Areas of the training programmes that need to be improved	70
Table 4.11 : Technical weaknesses in the performance of hotel workers	71
Table 4.12 : Training programmes required to address technical weaknesses of workers	72
Table 4.13 : Preferred length of time for training programmes.....	74

LIST OF FIGURES

Figure 4.1 : Level of education of respondents.....	56
Figure 4.2 : Having academic specialisation in hospitality industry.....	56
Figure 4.3 : Willingness of workers to work in the hotel industry over the next five years .	62
Figure 4 .4: Persons responsible for paying cost of training programmes	66
Figure 4.5 : Level of satisfaction on training programmes	69
Figure 4.6 : Preferred form of training program	73
Figure 4.7 : Inadequate logistics as a challenge worker faced in the hotel sector.....	75
Figure 4.8 : Feeling of insecurity as a challenged faced by the hotel workers	76
Figure 4.9 : Increased workload due to low number of staff	77
Figure 4.10 : Low budgetary allocations to acquire basic consumables for operations	78
Figure 4.11 : Delays in releasing money to procure items for effective operations	79



ABSTRACT

Any industry's growth and development is dependent on professional development. It helps to build the technical capacities of employees on the professional practices and tenets of the industry to ensure that the needed quality of service is maintained. This research is aimed at determining the needs of hotel staff in the Ho Municipality in terms of professional growth. It aimed at examining the professional background of hotel workers, training programmes organised to boost the professional development of hotel workers, training needs of hotel workers, and operational challenges of hotel workers. The quantitative analysis methodology was used to direct the study. A total of 200 hotel employees were chosen at random for the analysis. The findings were evaluated using descriptive statistics such as frequencies, percentages, and means, as well as inferential statistics such as the chi-square test of freedom. The study found that most (63.5%) of the workers in the hotel sector in the Ho Municipality did not have academic specialisation in the industry and did not receive any professional training (65.5%) related to the industry prior to their engagement in the sector. Some of the training programmes organised for the workers were on room designs, bed laying, towel folding, and cooking different dishes. In as much as the training programmes had critical effects on the professional development of the workers in the hotel sector, the study further found that the workers still had some technical weaknesses, including lacking administrative skills, inability to prepare some continental cuisines, lacking professionalism for the hotel sector, and lacking self-confidence in their lines of duty. The study recommends that hoteliers through the regional association and in collaboration with the Regional Office of the Ghana Tourism Board should develop regular training programmes for hotel workers.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Increasing growth and competition in the hotel industry has necessitated the need for critical attention to be given to the professional development of employees (Singh, Thambusamy, Ramly, Abdullah & Mahmud, 2013). According to Zaitseva, Goncharova & Androsenko (2016), human resources are regarded as the most vital asset of any organisation, including companies in the field of hospitality. The quest for dynamism in the hospitality sector, therefore, requires a regular upgrade of the knowledge, skills and abilities of the sector's most valued assets; its human resources. Acquafal, Dedume and Appiah (2016) asserted that professionalism is an important position in the hospitality industry as it makes it possible for employees to provide services to the satisfaction of guests. Professional development of workers should therefore be central to the management of hotel companies (Chu, Reynolds, Notari, Taveres & Lee, 2018). The professionalism and efficiency of the workers decide the standard of service provided by hotels (Chu *et al.*, 2018).

According to Adler and Rigg (2012), employees have technical expertise, experience, and useful skills that they can use to improve their performance. In order to harness such critical elements for the growth and development of business organisations requires a deliberate effort by the management of companies to invest in their professional development. Chu *et al.* (2018) posited that Professional development is crucial in empowering and motivating employees through providing them with job-related

knowledge and assisting them in learning about current events. Thus, professional development of staff should be considered as part of the strategic development plan of business organisations.

Professional development is defined as all the training, certification and education that a worker needs to succeed in his or her career (Acquaful et al., 2016). It must, however, be noted that different jobs require different skills. This is important as hotel companies easily move workers across departments for various reasons. In addition, workforce in many hotel companies comes from diverse backgrounds, which require that planned and systematic efforts be developed to build the professional capacities of workers to appreciate and incorporate the working ethics in the industry in the execution of their job tasks (Zaitseva et al., 2016). It is also imperative to continuously building the capacities of workers to effectively handle new trends in service provision. According to Bunakov et al. (2015), service provision in the hotel industry keeps on evolving and demands that hoteliers organise training programmes for their workers to ensure that they meet the service standards of the industry to remain competitive. Staff may learn valuable work experience through career learning to become smarter and more successful in dealing with visitors.

Professional development activities include the organisation of training programmes, college studies, online programmes, certifications in the sector, coaching, mentoring, and consulting to develop capacities of workers to enable them to operate within a specified service standard (Adler & Rigg, 2012). Thus, Singh et al. (2013) posited that all professional development programmes should be aimed at equipping workers with the requisite skills, knowledge and expertise to perform to a certain standard. As a result,

Nischithaa and Narasimha (2014) suggested that operational standards and service quality in the hotel industry should be the target and drive professional development programmes.

In Acquaful et al.'s (2016) justification for professional development in the hotel industry, through the perspectives of the theory of reciprocity, it was indicated that employees interpret such efforts as demonstration of the commitment of hotel management towards their career development and as such, respond by increasing their commitment towards the services of their companies to serve their guests. This is due to the fact that employees who engage in advancing their career are more confident in their abilities to succeed in their line of work, and also develop much interest in building their careers around the hotel industry (Zaitseva et al., 2016). Accordingly, Nischithaa and Narasimha (2014) recommended that hoteliers should consider professional development as a necessary investment into business operations to help achieve service quality standards to attract increased patronage from guests.

However, Adler and Rigg (2012) argued that hoteliers should not implement a one-size-fit-all professional development programme for workers. This is because the hotel operations are departmentalised with people with varied operational focus and standards coming from diverse background. Consequently, Perman and Mikiñac (2014) indicated that hotel managers should factor the background characteristics of workers into their professional development programmes. These could include their gender, education level, age, departments, academic specialisation, and job designation. According to Singh et al. (2013), the background and working characteristics of workers influence their training needs and as such, should be considered in the professional development

programmes. The hotel business employs a diverse workforce that includes a wide range of positions with varying levels of education. (Nischithaa & Narasimha, 2014). Check-in clerks, concierge companies, and managers have diverse demands than valets, janitors, and restaurant servers. Nonetheless, the entire staff reflects a hotel's hospitality community, which is why everyone must be educated on such basic principles and expectations from top to bottom. (Bunakov et al., 2015).

Thus, the extent to which professional development programmes meet the training and career development needs of workers influence their seriousness and commitment to the tenets of the programmes as well as their preparedness to apply the lessons learnt in their job operations (Perman & Mikinac, 2014). There is, therefore, the need to profile the background and working characteristics of the workers of hotels to determine their training needs and organise professional development programmes to suit them (Nischithaa & Narasimha, 2014). It is also imperative to note that hotel managers should always try to establish a balance between organisational development goals and the professional development needs of workers.

Professional development programmes in the hotel industry is quite diverse, considering the diverse roles and many other auxiliary services provided by industry players to remain competitive and attract guests (Adler & Rigg, 2012). Communication and means to communicate with hotel guests are some of the basic professional development skills needed in the industry. According to Zaitseva *et al.* (2016), the entire service provision required by hotel guests could be narrowed down to the feeling of safety, comfort, security, fulfilling, and satisfaction with the relationship between service provision and cost of service. As a result, the professional development programmes are expected to be

aimed at building the capacities of workers to deliver all the above elements to the expectation of the guests as well as to the service standards of the hotel industry.

Chu *et al.* (2018) asserted that hotel companies should establish performance standards upon which professional development programmes must be targeted at. It is these performance standards that determine the professional growth and development of workers. Acquaful *et al.* (2016) also posited that, since hotel staff is seen as one unit by visitors, professional development programmes should include teamwork and diversity training. Since staff never knows what a guest's background would be, learning to work with people from various backgrounds is important. Besides that, guests' experiences need to be the same or uniform across different categories of workers for different services in a hotel. Some of the professional development programmes mostly implemented by hotel companies for the workers are advancing academic qualifications and certification in hospitality management and services, training on safety and security, on-the-job training on hotel services, and training on hospitality marketing practices. Others are organising training programmes on budgeting and financial management, facility management and maintenance, monitoring, supervision and reporting system, health, hygiene and sanitation, transportation services, technological applications in hotel management, and customer care and service.

However, Zaitseva *et al.* (2016) posited that even the implementation of professional development programmes in the hotel industry is sometimes bedevilled with a number of challenges, including high cost, diverse focus between hotel managers and employees, unrealistic expectations and demands from workers, and employee turnover following the grooming and development programmes. According to Bunakov *et al.*

(2015), some of the challenges associated with professional development programmes sometimes discourage hotel managers from investing in their workers. Thus, high employee turnover following professional development programmes becomes a major cost to the operations of hotel businesses. Horner (2018) indicated that the diverse professional backgrounds of hotel workers in terms of caterers, drivers, janitors, marketers, accountants, safety and security personnel, and electricians, among others make them more highly sought after in other business sectors and as such, make them switch easily to other business organisations. This makes it highly risky for hoteliers to invest in the professional development of their workers because of the fear and the high possibility of losing them to other competitors or business sectors.

The hotel sector in Africa is still evolving alongside the growth and development of the tourism sector. According to Sarkodie and Adom (2015), the hotel industry is dominated by the informal sector, which makes proper and comprehensive professional development programmes of workers very difficult. Thus, many hotels in Africa operate in the informal sector, and do not employ people who are professionals and certified in their fields of operations. This has pre-disposed many of the hotel companies to high risk in the bid to enhance the professional development of their workers (Acquaful *et al.*, 2016). This is because employer-employee relationships are easily broken in the informal settings without any recourse on the part of the employees to compulsorily pre-inform their employers on their decision to quit.

Nonetheless, Asirifi, Doku, Morrison and Sackey (2013) asserted that the increasing influx of international, multinational and western hotel companies on the African continent is gradually changing the landscape of operations of hotels in Africa. Such

hotels have international service standards and certifications to be upheld and as such, have introduced their workers to clear professional and operational standards expected of them. These international hotel companies coupled with some large indigenous hotel companies are contributing to formalise and transform the sector. According to Rotich, Josphat and Kamile (2012), the drive by some indigenous hotel companies to achieve higher hotel grading system, meet international certification standards, and secure the license to obtain or renew franchising agreements, have contributed immensely in the transformation of the African hotel sector. Asirifi *et al.* (2013), however, acknowledged the importance of such transformation on the professional development of hotel workers across the continent. Sarkodie and Adom (2015), therefore, concluded that there is an iterative relationship between the growth of the hotel industry in Africa and the professional development of workers in the sector. This makes it imperative for hoteliers to devise strategies to enhance the professional development of their workers irrespective of the risks associated with the gesture.

The hotel industry in Ghana is not quite different from the situation on the African continent. The sector has seen a major boost in recent times due to the growth in the mining, oil and gas, and tourism sectors (Acquaful *et al.*, 2016). The growth of these sectors has necessitated the influx of many foreigners into the country. The influx of foreign experts, business partners and tourists has necessitated the need for more hotel facilities to be constructed to meet the increasing demand as well as the expansion of existing facilities to meet the demand. The situation is presenting a gradual shift from the highly informal nature of hotel operations and is increasing competition among players and stakeholders in the sector. However, Sarkodie and Adom (2015) emphasised

that one of the critical elements for surviving in a highly competitive hotel sector is the quality and professionalism of the human resource. This makes professional development of staff quintessential for hotel companies in Ghana.

The Volta Region is one of the regions in Ghana with high potential to develop the hotel industry. The hotel sector in the region is largely driven by the tourism sector as the region host many tourism sites, including the Afadjato Mountain (the highest peak in West Africa), Wli waterfalls (highest waterfall in West Africa), Volta Lake (largest man-made lake in the world), Keta Lagoon, tropical beaches, caves, and a number of forest reserves for ecotourism. There are also many traditional festivals such as the Hogbetsotso, and Kente festivals. Many tourists, both local and foreign, visit the region to enjoy these sites and activities all year round. This makes the hotel sector very important in the entire exercise. Ho, as the regional capital, hosts a good number of the hotels in the region to support the tourism industry. The hotel sector in the Ho Municipality is purely occupied by the indigenous sector players. The region's recent growth in the tourism industry has necessitated the expansion and development of the hotel sector in order to satisfy the needs and service demands of hotel guests. The duty of the professional development of workers in this quest cannot be overemphasised. This study examines the measures instituted by the hotel companies in the Ho Municipality to enhance the professional development of hotel workers.

1.2 Statement of the Problem

The fiercely contending market, in which hotel companies operate in Ghana, requires a skilful personnel for the purpose of surviving and remaining successful players in the competitive game of the industry (Asirifi *et al.*, 2013). According to Sarkodie & Adom (2015), the influx of multinational hotel companies into the country has raised the professional and service standards, which require that other hotel companies organise professional development programmes to enhance the technical capacities of their workers to satisfy the necessities and expectations of the sector. Nonetheless, Acquaful *et al.* (2016) stipulated that one of the main obstacles in the local hotel sector is the lack of a comprehensive training and development programmes to boost the capacity of hotel workers.

According to Rotich *et al.* (2012), the high employee turnover in the hotel industry, coupled with the high cost of organising professional development programmes have raised serious concerns about the person to be responsible for the professional development of workers. Thus, while employees require such professional development to be employable in the sector, the employers also require such highly-skilled workers to achieve service quality standards to achieve organisational development goals (Perman & Mikinac, 2014). However, Horner (2018) expressed that argument should focus on the extent to which hotel companies are able to manage the risks associated with investing in the professional development of their workers to build their capacities to meet industrial standards and expectations of guests.

According to Perman & Mikinac (2014), professional development of employees is quite common among multinational hotel companies and some large indigenous hotel companies. It is, however, a major issue among many small to medium hotel companies in Ghana. Sarkodie & Adom (2015) posited that professional development of employees has become very critical to the local hotel companies, considering the increasing competition in the sector, or risk having their share of the market captured by large and multinational hotel companies. The onus, therefore, lies on the indigenous small and medium hotel companies to enhance the professional development of their workforce. However, Acquaful *et al.* (2016) argued that the major challenge in professional development of workers among small to medium scale hotel companies is to ascertain the professional development needs of their workers due to their diverse backgrounds. The aim of the research is to look into the needs of hotel employees in terms of professional growth. in the Ho Municipality as well as the programmes and strategies adopted by the managers of the hotels in meeting the professional development needs.

1.3 Research Objectives

The study's ultimate aim is to look at the professional development needs of hotel employees in the Ho Municipality. The specific research objectives are as follows:

1. To examine the professional background of hotel workers in the Ho Municipality
2. To examine the training programmes organised to boost the professional development of hotel workers in the Ho Municipality
3. To assess the training needs of hotel workers in the Ho Municipality
4. To assess the operational challenges of hotel workers in the Ho Municipality

1.4 Research Questions

The aim of this study is to address the following questions:

1. What are the professional backgrounds of hotel workers in the Ho Municipality?
2. What are the training programmes organised to boost the professional development of hotel workers in the Ho Municipality?
3. What are the training needs of hotel workers in the Ho Municipality?
4. What are the operational challenges of hotel workers in the Ho Municipality?

1.5 Significance of the Study

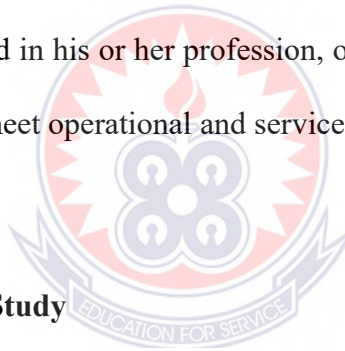
The hotel industry is critical to the country's growth. As a result, whatever study that seeks to help promote the growth of the sector is very imperative. The hospitality industry, which the hotel sector plays a central role, is ranked fourth in ranking for profitability in Ghana (Acquaful *et al.*, 2016) and as such, studies on the professional development of workers, is a move in the positive route for the industry to maintain its gains. The findings of the study will inform the operational strategies of hoteliers in Ghana about the appropriate measures to adopt to build the professional capacities of their workers as well as the professional development programmes available for hotel workers.

The findings of the study will also be useful to indigenous hotel companies about the mode of using professional development of workers to enhance their competitiveness in the industry. Further, the study could inform the policy options to the Ghana Tourism Authority and other public sector agencies in the sector to help develop the indigenous

hotel sector enhance their competitiveness and sustain their operations in the industry. The findings of the study will again serve as a body of knowledge in hotel and hospitality industry as well as provide empirical literature to other studies in the area. The findings of the study could also serve as the foundation for other studies in hotel and hospitality management.

1.6 Delimitation of the Study

The Ho Municipality is the study's geographical reach. Professional development, in the sense of the study, is described as all of the training, qualification, and education that a worker requires to succeed in his or her profession, or that hotel companies offer to their employees to help them meet operational and service standards.



1.7 Organisation of the Study

The research whole will be broken down into five chapters. Chapter one is dedicated to the introduction, background to the study, statement of the problem, research objectives, research questions, significance of the study, and delimitation of the study are some of the subtopics to be discussed under this chapter. The literature review is the subject of the second chapter. This chapter will review the literature on theoretical, philosophical, and empirical topics relevant to professional growth. Chapter three is on methodology. Thematic areas to be well thought out under the chapter are research philosophy, research design, study population, sample and sampling procedures, instrument design, data collection method, ethical consideration, as well as data analysis. The fourth chapter

is on result and discussion. The chapter will be organized under the research objectives. The fifth chapter which happens to be the final is on the summary, conclusion and recommendations.



CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Framework

The research is backed by the transformative learning theory proposed by Mezirow in 1991. The underlying principle of the theory is that people's experiences through practice and demonstrations are central to their professional development (Mezirow, 1991). According to the theory, a worker's perception of an event gives rise to significance, which contributes to changes in behavior, attitude, and beliefs. According to Taylor and Snyder (2012), after consistently performing a specific position, a paradigm shift in an employee's thinking may have a significant impact on his or her potential experience. The implication is that long years of experience help to build the capacities of employees, which also helps to build their professional development. Thus, long years of engagement afford employees the opportunity to learn and discover new ways of executing their job tasks, which enables them to grow in their professional fields (Smith, McAuliffe & Rippard, 2014).

As part of the measures in ensuring complete transformation in the professional development of employees, Enkhtur & Yamamoto (2017) suggested the need for employers to provide some critical training programmes to introduce employees to modern and improved ways performing particular tasks. According to Fleming (2018), employee training and development programmes have the capacity to boost their confidence and also build their capacities to perform higher order tasks. Nonetheless, Smith *et al.* (2014) posited that one of the fundamental issues about the transformative

learning is the level of responsiveness of training programmes and exposures to the professional development needs or capacity deficiencies of workers. As a result, Enkhtur and Yamamoto (2017) suggested the need to use systematic and comprehensive processes in identifying the professional development needs of workers.

According to Fleming (2018), the transformative learning theory has three dimensions.: psychological, convictional as well as behavioural.

1. Psychological: as they progress through the transformational process, workers' perspectives and understandings of themselves shift.. The theory indicated that for professional development to occur individuals must be capable of independent thought. (Taylor & Snyder, 2012). This empowers them to take independent decisions and affords them the opportunity to implement or exhibit some of the things they have learnt over time.
2. Convictional: personal beliefs and assumptions are transformed as part of the belief system. Instead of going along with the established order, transformative learning through training programmes and personal interactions encourages staff to adjust their views based on their own personal experiences, which helps people to be self-confident and creative in their employee productivity (Smith et al., 2014).
3. Behavioural: workers are expected to change their lifestyle after undergoing professional development programmes. The learning experience gained through their exposure to new set of information must transform the behaviour and influence the actions of employees.

However, Mezirow (1991), posited that there are two fundamental aspects in the transformative learning theory that must be available to improve workers' professional development.: meaning structures and critical reflection.

1. Meaning structures: Employees in professional development programmes, according to Mezirow, should be able to ascribe their own interpretations of information based on their own personal perceptions. As a result, hotel industry norms, principles, and procedures may play a critical role in the transition process, as workers may want to adhere to industry standards.
2. Critical reflection: professional development requires that employees should be able to pay attention to critical reflection on their experiences to inform their approach towards work. This critical reflection influences their views about quality of service and quality standards to be provided to clients or guests.

The study adopted the transformative learning theory to explain the processes of building the professional development of workers. It was to explain the need to engage scientific processes in identifying the professional development needs of employees to enhance the responsiveness of the training programmes organised to build their capacities.

2.3 Concept of Professional Development

Professional development involve a wide and evolving term in organisational processes, and research has increasingly identified the continuing development and learning of workers as one of the keys to rising job efficiency and enhancing service quality (Chu,

Reynolds, Tavares & Notari, 2016). According to Bautista and Ortega-Ruiz (2015), the professional development of employees begins when the individuals enter the organisation and does not end until they quit or retire. Avalos (2011) defined professional development as a comprehensive, sustained, and intensive approach to improve the effectiveness of employees in improving their performance, courses, counseling, mentoring, seminars, institutes, networks, and conferences are examples of programmes that can help. It also applies to a variety of interactions related to an employee's work environment. According to Bautista, Cañadas, Brizuela and Schliemann (2015), professional learning is used by people in a number of occupations and sectors to develop and practice new knowledge and skills that will improve their job performance. Many jobs require continuing learning that has been accepted by the profession as a condition of employment. Professionals often also voluntarily seek new learning. Desimone and Garet (2015) posited employers have to continually provide avenues for employees to learn and gain much experience to enable them operate effectively to advance the course of their organisations. Thus, professional development is a dynamic and evolving process of professional self-disclosure, reflection, and growth that produces the best outcomes when maintained over time in knowledge sharing and based on job-embedded responsibilities. (Bautista & Ortega-Ruiz, 2015). The aim is to keep workers abreast with new trends of practices in the industry to meet the needs and expectations of the industry to increase patronage of service. As a result, Hill, Beisiegel & Jacob (2013) expressed that professional development should not only be perceived as outflow of resources but rather, avenue to increase revenue and profitability of business organisations in the long term.

According to Chu et al. (2016), workers' professional growth can be divided into two concepts. Professional growth is viewed in the first concepts as a phase in which a person continues to acquire the expertise and skills necessary for successful professional practice as conditions change and new roles are embraced during their career (Bautista et al., 2015). This means that, during his or her professional career, the worker will need to update his or her expertise and skills when he or she experiences shifts in job conditions and new duties (due to assignment to new positions or posts such as line manager, supervisor, or head of department).

Professional growth, according to the second concept, is described as the worker's acquisition of knowledge and ability development, which should be more explicitly related to the substantive problems that workers face than in the past (Avalos, 2011). In this regard, it emphasizes the evolving nature of development needs at various stages of a worker's career, as well as the significance of making production activities important to the actual experience of the workers (Desimone & Garet, 2015). Inherent in the above concepts of professional development is the development needs of the organisation (i.e. goals and objectives) as well as workers' career needs. This aspect needs to be considered as institutional needs in order to have great influence in deciding the course and programme for employees' professional development.

Lam (2015) has stated that a worker's effectiveness is determined by his or her competence and productivity (ability, work load, and commitment), as well as tools, equipment, facilities, logistics, personnel, and operating procedures, as well as supervisory and management support. For the worker to give off his or her best for improvement in organisational outcomes. According to Hill et al. (2013), involvement in

professional development programmes including the induction, peer coaching, mentoring, and a variety of others at the right time can help retain quality employees in the profession. However, Ling and Mackenzie (2015) indicated that professional development should help achieve a balance between the organisational development needs and the personal development needs of employees. This helps to sustain the interest and commitments of workers in all professional development programmes. Bautista and Ortega-Ruiz (2015) therefore suggested that business organisations should establish a formidable recruitment and employment system to engage workers who wish to build their professional career around the company. This system helps to bridge the gap between personal development and professional development needs. According to Opfer & Peder (2011), employers should create time to evaluate professional development processes to ascertain its contribution to increasing employees' capacity to improve their performance. Information from such evaluation is necessary to inform the decision of management about the strategies and changes required to be made to enhance the effectiveness of the professional development programmes towards the achievement of the intended goals and objectives (Kennedy, 2016).

Several authors have argued for the importance of professional development for organizational workers. Desimone & Garet (2015) posited that, professional development's main purpose is to train and assist workers by giving them the knowledge and skills they need to effectively complete their assigned positions and duties to the satisfaction of both employers and customers. Bautista et al. (2015) have also stated that it focuses on growth and worker development and emphasises developing individual potential and skills. Professional development is thus necessary to keep the workers'

skills updated, provide training on emerging and trending issues to reflect changes in industrial standards (Kennedy, 2016). Thus, employees' professional development programmes help to encourage the enhancement of professional skills and the provision of the means to acquire highly technical and advanced knowledge in the field of operation.

According to Lam (2015), not only does professional development of workers help the newly recruits gain in confidence, skills and profession but also provide opportunities for experienced employees to explore new roles, develop new modes of performing job tasks, refine their practice and broaden themselves both as employees and as individuals. Ling & Mackenzie (2015) therefore advised that because since improving workers' efficiency is primarily dependent on improving their competency, there is a need for comprehensive upgrading and training programmes for workers, both long-term and short-term. Avalos (2011) reported that business organisations should design the professional development programmes of workers in consonance with the organisational development goals. This helps to build synergies between the capacity development of workers and the capacity requirements of the company and industry. According to Opfer and Peder (2011), such synergies enable business organisations to remain competitive in an industry and expand its share of the market. It also helps to sustain the interests and commitments of workers in the development of the organisation as they are offered practical fields to experiment or implement issues, they are exposed to through the professional development programmes (Chu et al., 2016).

Accordingly, Desimone and Garet (2015) defined effective professional development as professional development that produces changes in workers' operations, which can be

linked to improvements in their job performance and organisational performance. For professional development to yield success, Bautista and Ortega-Ruiz (2015) suggested, it should be in line with studies on employee career growth and market trends. The educational background in which professional development is carried out is a critical factor. There is also a need to create an atmosphere in the workplace that allows individuals and groups of employees to participate in and have meaningful problem-solving experiences within the organization (Hill et al., 2013). This is to ensure that the company's long-term objectives are met.

2.4 Types of Professional Development Programmes

Acquaful et al. (2016) noted that since no particular approach to employee professional development works for all employees, business organizations must use a range of approaches to professional development. Workers should be able to choose from a variety of standard workshops, seminars, and workshops that are offered by their employers (Horner et al., 2018). As a result, Nischithaa and Narasimha (2014) suggested that professional development activities should have alternatives for participation so that motivation and activity can be matched. Professional development programmes cover a wide range of facilitated learning opportunities, from organized, standardized subject seminars provided on in-service days or training sessions, college degrees, coursework, skill-building workshops, and conferences, to everyday, informal hallway discussions with other workers about job operations, integrated into workers' regular tasks (Desimone & Garet, 2015). As a result, many companies are adopting professional

development programmes to meet a wide variety of employee needs, skills, and expertise.

2.4.1 Orientation

Starting a new job is often a stressful experience hence the need for an orientation programme. Orientation is the process of introducing new staff to their work group, their superior, and their tasks (Bautista & Ortega-Ruiz, 2015). It allows new employees to be familiar with organisational processes and workers, which enables them to function effectively in an organisation by reducing operational errors and wastage. Orientation as a professional development program is thus, a systematic phase where new workers learn essential organizational principles and norms, create working relationships, and learn how to behave in their profession. A brief discussion of the organization's past and general policy, a summary of its programmes, a clarification of the organization's structure and regulations, and a formal introduction of the worker to other colleagues with whom the employee will be working are some of the most popular things on an orientation agenda (Ling & Mackenzie, 2015). Most of this is done orally in many cases, and new hires are usually given booklets or brochures that illustrate and expand on the verbal presentation. Many important advantages are associated with an effective orientation. These benefits include lower training costs, less worry about job failure, lower employee turnover, less time spent on assistance, and higher worker job satisfaction. According to Otoo, Isaac, Assumeng and Kuranchie (2018), professional development programmes can concentrate on development after new recruits have

become proficient in their jobs –specifically, training, coaching, and mentoring (counselling).

2.4.2 Induction

Abdul, Furqan and Muhammad (2011) indicated that professional development strategies should consist of uninterrupted, well-planned, institutional-based induction programmes for newly recruited workers. According to Opfer and Peder (2011), induction programmes were created to quickly and thoughtfully induct fresh employees to their roles and to welcome entrants into the occupation. The purpose of a well-planned induction program is to assist new employees in not only surviving, but also succeeding and thriving. New workers in many organizations face a variety of issues related to poor induction, including a lack of instructional tools, heavy workloads, unclear professional standards, a sink-or-swim mentality, and culture shock (Kennedy, 2016).

According to Desimone and Garet (2015), well-designed induction programmes serve as the framework for a new worker's ongoing professional growth. Induction programmes are also a good way to help employees engage with one another and start deep, rich discussions about their jobs and the organization's processes and results (Ling, & Mackenzie, 2015). As a result, organizations must design relevant career orientation seminars and workshops for new hires in order to expand their professional knowledge and skills gained during pre-service training (Bautista & Ortega-Ruiz, 2015). As a result,

there is a pressing need for organizational leaders to show a strong commitment to the ongoing professional development of their employees.

2.4.3 Training

Training is one way to develop a more flexible work force due to technological change or emerging trends in an industry (Otoo et al., 2018). Abdul et al. (2011) defined training as any activity or process intended to improve skills, attitudes, understandings or performance of the worker in present or for future roles. Training programmes are typically designed to enhance the ability of an organization's entire workforce to improve efficiency. As a result, it is the framework that allows for individual growth while still theoretically meeting organizational objectives. The fundamental focal point is on development and employee's professional growth and as such places much emphasis on developing the potential and skills of employees (Kennedy, 2016). Training is a management tool for developing skills and expertise in order to improve an employee's and, eventually, an organization's performance, effectiveness, and outcomes (Chu et al., 2016). This method is used to improve the skills and abilities that workers need in order to progress with the company and seek a career that is in line with its changing needs.

On-the-job and off-the-job preparation are two examples of training activities. Training is delivered on the job by the immediate superior and coworkers. It may be formal or informal in nature, and it normally entails instructing the employee on the most efficient methods of completing the task (Singh et al, 2013). (Singh et al, 2013). According to Nischithaa and Narasimha (2014), on-the-job training has the significant advantage of

teaching a person the correct way to execute a task without the inefficiencies of trial and error. Off-the-job preparation, on the other hand, takes place outside of the workplace. It is often used when people need to be educated in non-technical activities or concepts, such as effective communication, inspiration, and leadership (Acquaful et al., 2016). Trainers who teach both theory and practice are ideally suited to manage these instructional areas.

2.4.4 Peer Coaching

Employees' skill growth and success can be significantly improved by coaching. Acquaful et al. (2016) defined coaching as a one-to-one confidential relationship based on a conversation or series of conversations, the purpose of which is to identify opportunities for improved performance and practical ways forward. However, there is no universally accepted conceptual definition of coaching. Nischithaa and Narasimha (2014) also defined coaching as a face-to-face discussion between a manager and a subordinate to get the subordinate to stop performing an undesirable behaviour and begin performing desirable behaviour. According to Desimone and Garet (2015), coaching is a process used to encourage staff to accept responsibility for their performance, enable them to achieve and sustain superior performance, and treat them as partners in working toward organizational goals. Workers are paired to influence the actions and performance standards of each other. Bautista and Ortega-Ruiz (2015) posited that peer coaching is particularly useful for teachers who are searching for new and innovative ways to boost their students' grades.

2.4.5 Mentoring

Mentoring is an important mode of professional development in many business organisations. The underlying assumption of mentoring is that a more knowledgeable employee can alleviate the professional development of a new colleague (Avalos, 2011). According to Opfer and Peder (2011), mentoring links a more seasoned employee with a less experienced colleague for communication and job execution feedback. Ling and Mackenzie (2015) posited that within the first few weeks after entering the organization, organizational administrators should appoint mentors to all new employees. A mentor is a suitably trained person who is willing and fit to meet as a trusted supporter and guide to a less experienced employee in order to facilitate and promote professional growth. As a result, a mentor is someone with whom inexperienced employees can talk about their career goals, assess their options and accomplishments, and work through problems. (Nischithaa & Narasimha, 2014).

Bautista and Ortega-Ruiz (2015) argued that mentoring relationships are most effective when they are planned and established over time. Nischithaa and Narasimha (2014) described mentoring as a reciprocal, substantive relationship developed between two people to facilitate effective awareness, job, or skill transitions. It is defined by a shared sense of trust, with transparency as a core value. They're especially useful for new workers who need to learn about issues like organizational culture and environment, as well as how they affect efficiency. However, Desimone and Garet (2015) reported that while the person is often responsible for their own professional development, the proactive encouragement of an accomplished colleague in the role of mentor can be extremely helpful at such times, such as during the early stages of a career or during

times of transition. The mentor's role, as well as the mentor's involvement and influence limits, should be clearly defined by both parties at the outset of the relationship. (Opfer & Peder, 2011). According to Hill et al. (2013), efficient mentoring relationships are normally short-lived, and one must seek assistance from various mentors at various stages of one's career. In essence, the relationship here between supervisor and the subordinate should be intimate and confidential, and both partners should gain personal knowledge and satisfaction as the mentoring relationship progresses. (Lam, 2015).

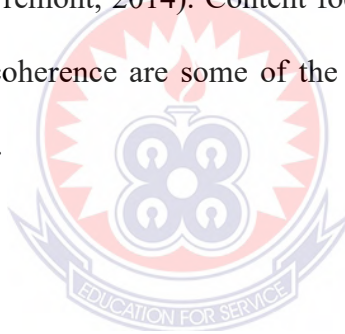
However, uncovering criteria and methods for selecting mentors is a difficulty common to all programmes (Ling & Mackenzie, 2015). The aim of a successful mentoring process is to provide assistance, and it is based on a foundation of mutual confidence. According to Abdul et al. (2011), if the instructor is given assessment duties, both confidence and assistance are jeopardized. Assessment, on the other hand, is a vital aspect of the mentoring process since it helps the protégé to focus on himself and set targets for change.

2.4.6 Seminars

Seminars are another type of professional development program that professionals may take part in. Even though seminars are important to the upgrading of skills of workers, the catch with this method is that information is often one-sided and may be meant to sway one on a particular practice or idea (Bautista et al., 2015). Just as induction and mentoring programmes aim to support workers as they transition into the workforce and during their first years of working, on-going professional development programmes such as seminars serve more experienced workers.

2.5 Characteristics of Successful Professional Development

Professional development is central to increasing organisational competitiveness and development and as such discerning the characteristics that make professional development successful is as critical as the process (Timperley, 2011). According to Shaffer and Thomas-Brown (2015), employee is the most influential element in promoting organisational development and performance; therefore, developing successful professional development for employees is a pace in the proper direction. Successful and a more comprehensive professional development have been found to result in an increase in employees' knowledge and result in changes in organisational practices (Templeton & Tremont, 2014). Content focus, active learning, job-embedded, partnership, length, and coherence are some of the characteristics that guarantee good professional development.



2.5.1 Content Focus

Growth in terms of increasing competitiveness and profitability is the ultimate goal of professional development (Sharma, Simi & Forlin, 2015). An employee must have in-depth knowledge of the organisational practices in terms of the services to be provided and the quality standards to be served (Kennedy & Shiel, 2010). Smith (2010) analyzed some characteristics related to successful professional development and found that the most commonly observed trait was an improvement in employees' material awareness and skills. Professional development, which relies on content-specific materials and how to execute employees' planned roles and tasks, has proven to be successful. (Royster, Reglin & Losike-Sedimo, 2014). Kazempour and Amirshokoohi (2014) debated that

accelerating employees' content knowledge is a captious characteristic of professional development. Moreover, Nishimura (2014) indicated that professional development which helps in intensifying an employee's understanding of the content of work to be performed at any point in time is critical to the promotion of prospering professional development.

The extent to which professional development emphasizes on content knowledge is forthwith related to an employee's increase in knowledge and skills (Kazempour & Amirshokoochi, 2014). Desimone (2011) indicated that if the quality of a well-designed career development opportunity does not meet the needs of the employee in relation to his or her work demands, it will be ineffective. DeAngelis, Wall and Che (2013) asserted that employees learn organisational practices when their supervisors, trainers or mentors have a comprehensive and adaptable view of the organization's values and culture. Thus, instructionally focused professional development helps to establish direct connection with an employee's job tasks and duties (Croft, Coggshell, Dolan, Powers and Killion (2010). According to Bishop (2016) improvement in an employee's performance is affiliated to professional development stems from increases in the knowledge and skills of coaches, mentors and trainers which in turn improves their understanding about their roles and the organisation's expectations about them.

2.5.2 Active Learning

Passive learning (attending a workshop, for example) has not been shown to have a substantial effect on employee behavior (Smith, 2010). As a result, Bishop (2016)

posited that effective professional development utilises coaches, mentors and supervisors as active participants. A modification in organisational activities that is in relation to professional development activities allows for opportunities for active learning by promoting the practical applications of issues taught (Visser, Coenders, Terlouw, Pieters, 2010). Observations, peer support, and feedback increase employees' confidence to perform their tasks to the professional and quality standards of their employers (Croft et al., 2010). Active learning involves one's capability to find out and be observed working on the job, develop personal strategies to effectively perform tasks, and teach others about strategies to perform job tasks (Desimone, 2011). Stewart (2014) expressed that, when employees can discover, execute, and obtain input on organizational plans, they obtain a much deeper meaning of the content. Instead of sitting passively and listening to others in training programmes, successful career learning helps workers to evaluate, receive input, and analyze their behavior on the job (Desimone, 2011).

Employees are more likely to improve their knowledge and skills when they participate in professional development programmes that enable them to complete hands-on activities (Bishop 2016). Kazempour and Amirshokohi (2014) outlined that employees aforementioned that actively engaging in a professional development activity helped them gain a deeper understanding of the subject, encouraged them to decide how the work should be done through hands-on learning, and offered evidence for why those skills should be used in specific situations. Active learning that focuses on individual employee professional development needs has been shown to improve organizational practices (Stewart, 2014). Furthermore, it has been discovered that professional

development opportunities that exist within the framework of the organization improve opportunities for active learning. (Van Duzor, 2012). As a result, Paez (2010) suggested that professional development should have a theoretical foundation based on actual events occurring in employees' organisational environment.

2.5.3 Job-Embedded

Job-embedded learning, in terms of active learning, entails gaining information when workers are performing their daily tasks, which requires reflection, exchanging experiences, and learning with others. (Croft et al., 2015). According to Yarema (2015), when a connection is made between the experience and their everyday activities, workers have been found to be supportive of professional growth. According to Capps and Crawford (2013) job-embedded coaching was emphasized as an essential part of professional growth. Professional development that is integrated in the workplace helps employees and collaborate to better integrate research-based techniques. (Shaffer & Thomas-Brown, 2015).

According to Kazempour and Amirshokohi (2014), career-embedded professional development lays emphasis on employees' everyday activities and aims to improve their material awareness with the end goal of improving their job results. Professional growth that is embedded in the workplace is in line with industry and organizational norms. (Capps, Crawford & Constatas, 2012). According to Bishop (2016), The time between employee learning and implementation is cut in half when job-embedded professional development is used. Employees should be open to constructive input, able to exchange

knowledge, and actively collaborate with other professionals to enhance their effectiveness and outcomes when job-embedded professional development is used, according to Shaffer and Thomas-Brown (2015). To maximize employee learning, job-embedded practices (e.g., reflection) can be introduced soon after a conventional model of professional development is implemented.

2.5.4 Collaboration

Riveros, Newton and Burgess (2012) structured relationships with other professionals are common in many fields and are an important part of professional development. According to Smith (2010), when implementing techniques learned through professional development, ongoing collaboration among staff is crucial. This should be a peer-to-peer partnership. (Kazempour & Amirshokoochi, 2014). Templeton and Tremont (2014) posited that employees' optimism, trust in their ability to improve job results, engagement in teamwork, dedication to improving practice, and desire to try new things can all be boosted by collaborative professional growth. In a review of literature conducted by Avalos (2011), research suggested that informal, organisation-based learning is most successful when collaborative learning is valued. Employee networking through professional development facilitates change. According to Shaffer and Thomas-Brown (2015), employers should promote both internal and external (within an industry) collaboration among workers to promote effective professional development.

According to Royster *et al.* (2014), collective participation is aforesaid to let workers more chances to talk about the ideas and issues they have been introduced to and how

the concepts apply to their organisational practices and job environment and also provide possibilities to implement skills obtained in another context. Furthermore, DeAngelis et al. (2013) stipulated that, as workers evolve, collaboration in professional development programmes will increase the likelihood that a change in organizational activities will be maintained over time in an organization or industry. While collaboration has been shown to be an effective tool for the employee productivity. Capps and Crawford (2013) suggested that his form of interaction requires a favorable organizational environment. Professional learning groups can be developed to help with this process.

Bishop (2016) described five essential aspects of professional learning communities to encourage collaboration in professional development. The formation of common beliefs and standards, a focus on organizational learning, reflective, ongoing discussions about organizational processes and success, and maintaining a focus on collaboration were among them. According to Yarema (2015), The development and introduction of professional learning communities necessitates a fundamental shift in an organization's conventional infrastructure. Furthermore, for a change in organizational activities to occur, a shift in job performance perspectives is needed. (Riveros, Newton, & Burgess 2012).

The collaboration in professional learning groups entails more than just exchanging ideas and knowledge. According to Paez (2010), collaboration and the creation of a common interest within a community of professionals must be linked. As a result, professional learning societies are most successful when all participants are involved in the task at hand (Stewart, 2014). Team members must cultivate feelings of

interdependence and a sense of responsibility for the community. This fosters a mindset that believes that best practices and improved organizational and industrial success are impossible to achieve without cooperation. When all members of a group are dedicated to the same tasks and goals, resistance to positive criticism is reduced (Knight, 2011). As a result, there is the need for business organisations to build collaboration teams among their employees to promote organisational effectiveness.

2.5.5 Duration

Employee professional development and changes in their organisational practices pertain to a endless process happening over a time frame (Templeton & Tremont, 2014). Bautista and Ortega-Ruiz (2015) reported that professional development opportunities that are extended over time and provide a significant number of contact hours produce more progress and have a greater effect on employee success. When the amount of time expended on professional development opportunities is increased, organizational behaviors have been shown to change (Shaffer & Thomas-Brown, 2015). According to Nishimura (2014), activities that take place in a single workshop are less likely to be sustained in an organization and promote individual rather than community improvement. Professional development should be cyclical and take place over time so that development, implementation, and feedback can all take place (Stewart, 2014). Long-term, research-based professional development initiatives were established as a crucial aspect of professional development by Kazempour and Amirshokoohi (2014).

Chu *et al.* (2018) discovered that both the duration of professional development opportunities and the amount of actual interaction hours have a positive effect on coherence and constructive learning opportunities. Furthermore, practices that necessitate active cooperation over time have proven to be effective (Capps *et al.*, 2012). Professional development opportunities that are continued over time allow for in-depth discussions about content, instructional methods, and employee strengths and weaknesses (Van Duzor, 2012). Furthermore, a longer period of operations allows staff to put the techniques addressed into practice and receive input (Knight, 2011). Participants have the ability to explore, evaluate, and build upon the concepts raised as activities take place over a period of time (Stewart, 2014).

2.5.6 Coherence

Coherence is the idea that professional development opportunities are related and build on one another (DeAngelis *et al.*, 2013). According to Kennedy and Shiel (2010), professional development activities that are part of a broader curriculum are more likely to be successful. Coherent technical learning builds on past trainings and anticipates opportunities to incorporate what has been learned. To achieve coherence, professional development opportunities should be consistent with organizational, industry, state, and district goals. (Templeton & Tremont, 2014). According to Riveros *et al.* (2012), workers have been found to discover more value in the experience when professional development programmes are coherent. As workers begin to value the learning, Sharma (2015) posited that the likelihood of them implementing lessons from the professional development programmes increases. Timperley (2011) discovered a correlation between

employee learning, better organizational practices, and the relationship between professional development opportunities and policies and professional experiences.

2.6 Factors Influencing the Professional Development of Workers in the Hotel Sector

In training various professionals for the sector, even though the hotel industry recognises that educational establishments are doing well there are several concerns and factors influencing the professional development of workers in the sector (Acquaful et al., 2016). According to Adler and Rigg (2012), too many providers, it seems, have inadequate and unreliable instruction and train the wrong people in order to receive a training subsidy. Furthermore, even though industry training could increase employee productivity and, as a result, professionalize the industry, it would not solve the issue of training and skill deficiencies (Bunakov *et al.*, 2015). Additional retention techniques must be used in combination with preparation. Asirifi *et al.* (2013) according to a study suggested that hotels should develop strategies such as regional succession planning, internal capacity building, continuity in marketing collateral, and networking with territorial institutions. Although such programmes are beneficial to some degree, Horner (2018) argues that a low unemployment climate would still make it difficult to hire and retain good employees. Regardless of the broader economic situation, Nischithaa and Narasimha (2014) announced that the industry must evolve a form of career structure and career advancement in order to modernize the recruitment and training process. As a result, the industry should provide opportunities for employees to advance their careers through education, training, apprenticeships, and traineeships.

Such programmes, according to Perman and Mikinac (2014), will grow more skilled, inspired, and thus more loyal employees. According to Rotich et al. (2012), even though training and education provide new workers with the necessary skills, they frequently lack the necessary work ethic, attitude, enthusiasm, desire, passion, and, as previously mentioned, reasonable expectations. This has significant consequences for employee productivity in the hotel industry following involvement in professional development programmes.

Such disadvantages of current training include the fact that the majority of coaches are not from the industry and do not adequately determine the level of engagement and career growth direction of newly hired employees (Zaitseva et al., 2016). As a result, without proper screening criteria, unsuitable individuals could be hired, inducted, and educated in the industry. Sarkodie and Adom (2015) indicated that training of workers in the hotel sector could be more of a realistic by adding them to the regulations regulating the sector in terms of public responsibility, occupational health and safety, hazard reduction mechanisms, basic first aid, general hygiene requirements covering food storage, food and beverage service and job cover enforcement.

2.7 Challenges Employees Encounter with Professional Development Programmes in the Hotel Industry

In as much as professional development is considered imperative to the capacity empowering of workers to enable them perform higher order tasks, Singh *et al.* (2013) indicated that some operational challenges sometimes affect the effectiveness of the

programmes in making the necessary impact on the output of the employees. Accordingly, Sarkodie and Adom (2015) suggested the need for hotel companies to analyze these challenges such that the likely consequence on their professional development programmes on workers and develop strategies to mitigate or address them. Some of the challenges identified were monotonous training programmes, no certification for some training programmes, difficulty in securing training sponsorship for continuing education, and lack of industrial cooperation for training collaboration and interactions.

2.7.1 Monotonous Training Programmes

Horner (2018) reported that most of the employee training programmes in the hotel industry focus on catering, security, and customer service. Such training programmes are mostly organised internally by management staff through orientation, induction, and coaching. According to Chu et al. (2018), employees in the hotel sector hardly get the opportunity to attend seminars, conferences and workshops as training strategies for building their professional development. This is partly due to the high cost associated with such training programmes. However, the monotony of the training programmes sometimes affects the morale of the workers and the commitment of staff towards the tenets of the programmes. In some cases, bad working relationships are imported in the organisation of such internally-organised training programmes, which dents the success and effectiveness of the programmes.

2.7.2 No certification for Some Training Programmes

According to Rotich *et al.* (2012), since most of the training programmes in the hotel sector are organised internally, the participants do not receive certification for undergoing such programmes. This has been a disincentive for some workers in the sector. This is because workers who want to build their career in the sector are unable to prove to other employers about the training and capacity building programmes, they have participated in. Further, the recognition attached to certification sometimes motivates employees to undergo some training programmes. The absence of certification therefore acts as a disincentive for some workers in the hotel sector to participate in professional development programmes.

2.7.3 Difficulty in Securing Training Sponsorship for Continuing Education

One of the challenges associated with the professional development of employees in the hotel sector has been the difficulty of workers in securing training sponsorships from their employers for continuing education (Nischithaa & Narasimha, 2014). This is because hotel companies perceive it as a cost to them, and also the fear of employee switching to other companies following their sponsorship to further their education. This has been a major disincentive to workers in the sector. Thus, activities in the hotel sector are very demanding, which mostly deny workers from getting the time to pursue further education. This makes it a disincentive to employees who wish to seek further education in the sector.

2.7.4 Lack Of Industrial Cooperation for Training Collaboration and Interactions

Cooperation and collaboration among hotel companies is at the minimal level in the industry (Perman & Mikinac, 2014). This does not afford employees of the sector to interact and formally share ideas and experiences to build their capacities to operate in the industry. According to Sarkodie and Adom (2015), the lack of industrial cooperation among hotel companies is as a result of the fear of poaching. In as much as such fears are valid, Zaitseva *et al.* (2016) expressed that the lack of inter-organisational collaboration frustrates attempts to build industrial standards to guide the operations of workers. Such standards could enable employees to build their career development path around the sector.

2.8 Conceptual Framework

This segment presents a conceptual framework for analysing the factors influencing the professional development needs of workers. Figure 2.1 presents a framework for analysing the factors influencing the professional development needs of workers

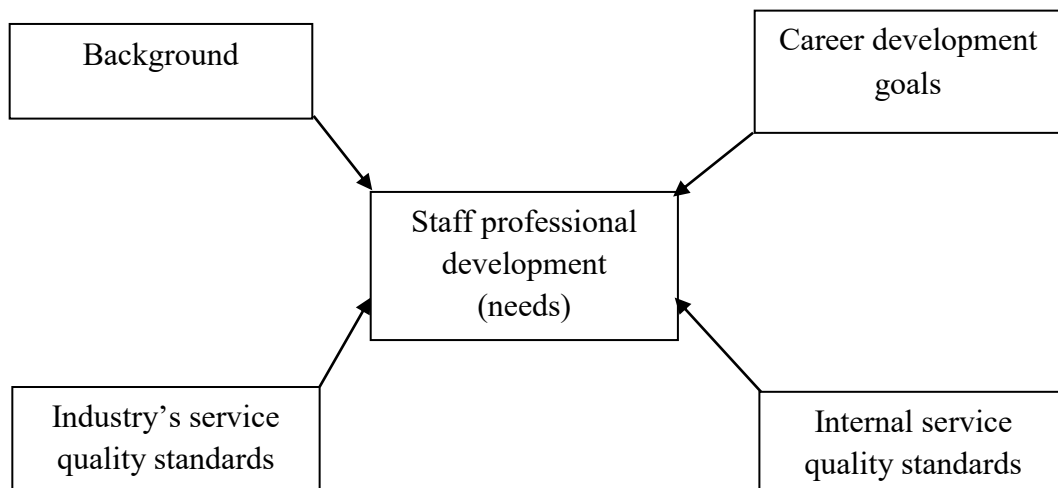


Figure 2.1: Framework for Analysing the Factors Influencing the Professional Development Needs of Workers

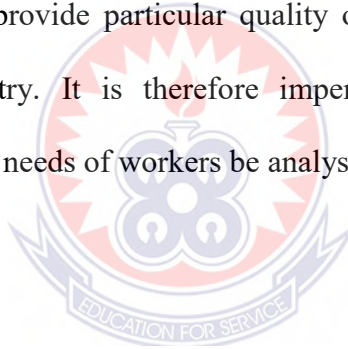
Source: Author's construct (2020)

Figure 2.1 shows a framework for analysing the professional development needs of workers. It displayed that the professional development needs of workers is affected by a number of components ranging from the background characteristics of the workers, career development goals, industry's service quality standards to internal service quality standards. Thus, Chu *et al.* (2018) posited that the professional development needs of workers are critically influenced by the background characteristics in terms of academic specialisation in relation to the job they are offering, prior training or knowledge in the sector of operation, and level of education to perform high order service tasks. The implication is that efforts to examine the professional development needs of workers in the hotel sector should also interrogate the professional background of the workers to ascertain the appropriate training needs and requirements.

Perman and Mikinac (2014) also found that the professional development needs of workers are significantly dependent on their career development goals. According to Zaitseva *et al.* (2016) employees are committed to participate in professional development programmes which is in agreement with their career respective development goals. As a result, Bunakov *et al.* (2015) suggested that business organisations should clearly ascertain the career development goals of their employees and build their capacities in such directions to ensure a win-win situation.

According to Zaitseva *et al.* (2016) service quality standards of industries influence the professional development needs of workers as they have to conform to the standard practices to gain industrial recognition. As a result, the professional development programmes of individual workers are mostly dictated by the industrial standards. This is mostly enforced by the organisations to ensure that their employees meet industrial standards to enable them perform the service quality standards expected of them.

Further, Bautista and Ortega-Ruiz (2015) argued that every business organisation has internal operational standards aimed surviving competition, which dictates the professional development needs of their workers. The aim is to help workers to develop certain competencies to provide particular quality of service that are unique to other companies in the industry. It is therefore imperative that an assessment of the professional development needs of workers be analysed from these elements.



CHAPTER THREE

METHODOLOGY

3.1 Brief Description of the Study Area

The Ho Municipal is one of the 260 Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana, and forms part of the 18 Municipalities and Districts in the Volta Region. The Municipality is also the Administrative capital of the Volta Region. The Municipality lies between latitudes 6 20' North and 6 55' North, and longitude 0 127' East and 0 53' East. The Administrative capital of the Municipality is Ho. The Municipality shares boundaries with the Republic of Togo to the east, to the west with Ho West District, to the north with Hohoe Municipality and to the south with Agotime-Ziope District. The population of the municipality according to 2010 population and housing census stands at 177,281 with 83,819 males and 93,462 females.

The Municipal Assembly has contributed immensely to encourage the growth of tourism-related structures. Good roads to tourist attractions, good telecommunications, good health care, and accurate tourism information in the municipality are all examples of these. The Local Assembly manages and controls a number of Rest Houses, and the private sector owns and operates a number of industry-leading hotels and guest houses. Thus, the hotel industry in the Municipality is largely built around tourist facilities, which include waterfalls at Gbadzeme Amedzofe and Ashanti Kpoeta; Relics and buildings of German Colonials at Ho, Abutia Agorve, Adakla Kpodzei, Ashanti Kpoeta and Amedzofe; Kalakpe Game Production Reserve at Adaklu-Abutia area; and the traditional Kente Industry in Agortime area, where indeed, the Kente industry is

believed to have originated. Some of the notable hotels in the Ho Municipality are Ogo Lodge, Malisel Hotel, Woezor Hotel, Tarso Hotel, Setrade Guest House, E.P. Kekeli Hotel, Tapeda Lodge, His Grace Hospitality, Elimaria Lodge, Hotel Vilcabamba, Time Bell Hotel, Nuken Guest House, Ananda Guest House, and Fafaedmar Hotel.

3.3 Research Paradigm

A research paradigm is a collection of assumptions about how data about a phenomenon should be obtained, interpreted, and applied (Jonker & Pennink, 2010). According to Wahyuni (2012), research paradigm represents the researcher's beliefs about the approach to investigate a particular phenomenon. This worldview informs the context or perception of research data by providing a viewpoint, or reasoning, or school of thought, or collection of common beliefs. The significance of a research framework in scientific inquiry is that it comprises the abstract values and concepts that form how a researcher sees the world, investigates the methodological components of the research project to decide the research methodology to be used as well as how the data will be analyzed and interpreted, and it investigates the methodological aspects of the research project to determine the research methods to be used as well as how the data will be analyzed and interpreted. (Creswell, 2012). As a result, the paradigm defines a researcher's conceptual orientation, which has significant implications for any decision made during the research process, as well as methodology and methods assortment.

Shannon-Baker (2015) grouped research paradigms into three philosophically well-defined categories as positivism, interpretivism and pragmatism. The positivist research

model will direct the research. The positivists' goal is to understand the social world in the same way as they understand the natural world. As a result, there is a cause-and-effect relationship between natural phenomena that, once formed, can be accurately predicted in the future (Creswell, 2012). Positivists assume that once social reality is understood from their natural certain and the behaviour of phenomena are understood and become predictable, the behavioural outcomes of the phenomena could be same across different spatial units with similar research methodologies (Neuman, 2011). The researcher adopted positivist's research philosophy to guide the study because she intended to generalise the findings to cover the entire Municipality from the sample, which is a major attribute of the positivist's research paradigm.

3.4 Research Design

The interrelatedness between the various research activities needed to effectively answer the central research question are outlined in the research design (Babbie, 2011). According to Babbie (2011), research design is the overarching strategy for linking conceptual research problems to relevant and feasible empirical research. It explains how to collect and analyze data for a specific research issue, as well as how the data and analytical procedures help to provide an answer to the research question. As a result, the mode of configuring data and methods in research is of high essence in diagnosing a research problem and effectively addressing it. Since research design emanates from the research philosophy, three main research designs are identified, namely quantitative, qualitative and mixed methods.

The adoption of a positivist's research philosophy requires that the researcher adopts a quantitative research design. Consequently, the researcher adopts quantitative research design for the study. Quantitative research analysis entails the numerical description and modification of data in order to describe and determine the validity that the data reflects (Creswell, 2012). Neuman (2011) described quantitative research design as a type of investigation used in deductive study to assess theories or hypotheses, gather descriptive data, or look at relationships between variables. These variables are estimated, yielding numerical data that can be evaluated statistically. Quantitative research has the ability to provide measurable facts, aid in the establishment of (probable) cause and effect, produce effective data collection methods, allow for replication and generalisability to a population, promote community comparisons, and provide insight into a wide range of experiences. As a result, the study engaged statistical methods in analysing the data.

The study design was descriptive. Bluman (2013) defined study design descriptive study design as the observation of a subset of a population, description of the current conditions that exist, studying of the relationship between different variables and showing how the variables influence each other without any interference or intervention. The study adopted a descriptive research design because the researcher sought to observe and describe the professional development needs of the hotel workers in the Ho Municipality.

3.5 Study Population

The population of the research is made up of hotel workers in the Ho Municipality. Hotel workers included employees under hotels, guesthouses, and lodges. Information obtained from the records from the Volta regional branch of the Ghana Hotels Association, there are a total of 782 hotel workers in the Ho Municipality.

3.6 Sample and Sampling Procedure

The sample size for the research was estimated by employing the formula for sample size for a finite population by Israel (2009):

$$n = \frac{N}{1 + Ne^2}$$



n = required sample size

N = population (hotel workers in the Ho Municipality = 782)

e = confidence level (0.05)

With reference to the formula, the sample size based on the population size was 265. However, 200 respondents accepted to take part in the research. This represented a response rate of 75.6%. The hotel sector in the Ho Municipality is dominated by two-star hotels. Thus, records from the Volta Regional Branch of the Ghana Hotels Association showed that over 90% of the hotels in the Municipality were two-star. As a

result, the study did not use any stratification in the sampling process. Simple random sampling was used to sample 20 hotels in the Municipality. The use of the simple random sampling was to give equal opportunities to all the hotels in the Municipality from getting selection into the sample. For the simple random sampling procedure, the lottery method was used. The researcher obtained a list of hotels in the Ho Municipality using the lottery method from the Volta Regional Branch of the Ghana Hotels Association. The names of the hotels were written on equal-sized pieces of paper and folded into a tub. The papers were shuffled for a while to make sure they weren't in any particular order. The first draw was made without substitution, and the hotel's name and contact information were written down. The process was repeated until all the 20 hotels were sampled. The sampled hotels were Ogo Lodge, Malisel Hotel, Woezor Hotel, Tarso Hotel, Setrade Guest House, E.P. Kekeli Hotel, Tapeda Lodge, His Grace Hospitality, Elimaria Lodge, Hotel Vilcabamba, Time Bell Hotel, Nuken Guest House, Ananda Guest House, and Fafaedmar Hotel. The others were Volta Serene Hotel, Skyplus Hotel and Resort, African Hill Resort, Chances Hotel, Volta Vicharles Hotel, and Freedom Hotel. The researcher intended to conduct a census by engaging all the employees (273) in the sampled hotels. However, 200 of them availed themselves for the study. Whereas some of the employees declined to participate in the study, others had switched off their mobile phones.

3.7 Sources of Data

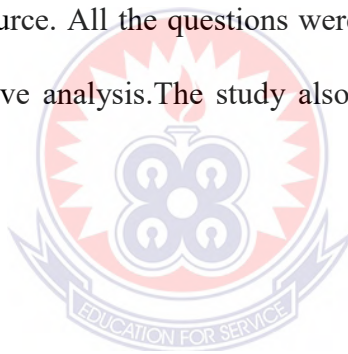
Primary data were used for the study and the source was obtained from hotel workers in the Ho Municipality. Creswell (2012) defined primary data as the data gathered purposely for the research at hand. Thus, the data gathered from the hotel workers in the Ho Municipality were purposely done for the current study.

3.8 Research Instrument

Questionnaire was used as instrument for gathering data for the study. The use of questionnaire, as a data collection instrument, was due to the quantitative nature of the study. Thus, questionnaire allowed for the use of close-ended or coded questions to guide the responses of respondents for aggregation and quantitative analysis. The questionnaire was divided into four sections. The first section dealt with the technical backgrounds of hotel employees. Gender, age, level of education, department of service, academic specialization, career designation, professional development goals, mode of employment in the hotel industry, number of years working in the hotel industry, and willingness to work in the hospitality business in the next five years were some of the issues considered in this section. Section two was on the training programmes organised to boost the professional development of hotel workers. Some of the questions asked under the section were training programmes participated by workers, duration of the training program, nature of the training program (in-house or external), mode of identifying the training needs of workers, lessons learnt from the training programmes, extent to which the training programmes had boosted the professional development of

workers, satisfaction with the training programmes, and areas one wants them to be improved in the training programmes.

The third section was on the training needs of hotel workers. Some of the questions considered under the section were technical weaknesses experienced in the performance of duties, recommended training needs to address such weaknesses, preferred mode of organising such training program, expected duration of the training program, and expected impact of the training program on your professional development. The fourth section focused on the operational challenges of hotel workers. Some of the issues captured under the section were challenges associated with logistics, technical, security, financial and human resource. All the questions were close-ended. This was to aid data aggregation for quantitative analysis. The study also included a five-point Likert scale form of query.



3.9 Pre-Testing

The questionnaire was pre-tested in the Hohoe Municipality in the Volta Region. This Municipality was selected because it has similar characteristics like the Ho Municipality in relation to the hotel sector. The hotel sector in the Hohoe Municipality also targets tourists due to the high inflow of tourists in the Municipality. A total of 20 questionnaires were administered for the pre-testing. The pre-testing exercise was used to restructure the questionnaire in terms of the order of questions, number of questions, and choice of words for the questions. Experiences from the pre-testing were also employed to trim down the number of questions to reduce the duration of time taken to

administer the questionnaire. The questionnaire's reliability was assessed using the Chronbach alpha method. According to the results of the pre-test questionnaire analysis, the scale used for the questionnaire was able to account for 71.4 percent of the elements under investigation, implying that the research instrument was reliable.

3.10 Method of Data Collection

Due to the outbreak of the Covid 19 pandemic and the need to observe particular health and safety protocols to check the spread of the disease, telephone interviews were conducted to engage respondents for the study. The use of telephone interviews was also to enhance convenience in the data collection exercise in this period of the pandemic. The researcher organised the telephone numbers of the sampled respondents obtained from the Volta Regional Branch of the Ghana Hotels Association and placed phone calls to them for the data collection. The researcher started by introducing herself and the study's intent. As part of the attempt to reassure the respondents that the exercise was real, the researcher forwarded the introductory letter obtained from the department for the data collection exercise to the respondents through either email, WhatsApp or any other electronic media that were convenient for them.

The researcher sought the consent of the research participants before engaging them in the study. Further, the researcher gave opportunity to the respondents to schedule appropriate time for the data collection exercise. The aim was to ensure that the respondents were satisfied and felt convenient for the exercise. After the appointment time was fixed, the researcher honoured the times and placed phone calls to them to

engage them for the study. The researcher asked the question and checked the appropriate responses indicated by the respondents. The process was repeated until the sample size was reached. The average timing for each interview session was within 30 minutes.

3.11 Ethical Considerations

Most of the ethical concerns raised in the research included obtaining the respondents' permission to participate before involving them in the data collection process, as well as assuring them of their privacy and answer confidentiality. As a result, the analysis did not collect information on the respondents' personal identities or hotel names. The researcher also adhered to all the Covid 19 health and safety protocols as part of the ethical issues to be considered to ensure that the respondents were not exposed to and health risk in the process of participating in the study. The scheduling of appointments that were convenient for the respondents were also aimed at ensuring that the exercise did not interfere with the busy working schedules of the research subjects.

3.12 Data Analysis

The research instruments were given special identification numbers to avoid double entries. For processing, the data was entered into Statistical Product for Service Solutions (SPSS) version 21. To ensure accuracy, the data was cleaned. The data was analyzed using both descriptive and inferential methods. Means, standard deviations, frequencies, and percentages were among the descriptive analytical methods. The data

was analyzed using the Chi square test of freedom and one-way study of variance as inferential methods. The chi square test of independence was used to test for significance of association between variables, while the one-way analysis of variance was used to test for significance of difference between a dependent variable (such as number of years employed in the hotel industry) and independent variables (such as hotels, guesthouses and lodges). A 0.05 error margin was used for all inferential analysis.



CHAPTER FOUR

RESULTS

4.1 Professional Background of Hotel Workers

This section presents results on the professional background of hotel workers in the Ho Municipality. Gender, age, level of education, department of service, academic specialization, job designation, and number of years working in the hotel industry were all factors considered in this portion. The majority of the respondents (61.5 percent) were females, while 38.5 percent were males, according to the report. This is in line with Sarkodie & Adom's (2015) statement that the hotel industry is dominated by women. The age distribution of the respondents is shown in Table 4.1.

Table 4.1: Age Characteristics of Respondents

Age cohort (years)	Frequency	Percentage
Below 20	23	11.5
20 – 29	72	36.0
30 – 39	61	30.5
40 – 49	27	13.5
50 and above	17	8.5
Total	200	100.0

Source: Field survey (2020)

Table 4.1 shows that 11.5% of the respondents were aged below 20 years, 36% were between 20 and 29 years of age, 30.5% were between 30 and 39 years of age, while 13.5% and 8.5% were aged between 40 and 49 years, and 50 years and above,

respectively. The age of the respondents ranged between 17 and 69 years with a mid-range of 43 years. The results showed that the hotel sector was dominated by persons within the economically active age cohort. The mean age of the respondents was 34.7 years with a standard deviation of 3.2. The study found that the age characteristics of the respondents were dominated within 20 – 39 years. The implication is that the hotel sector is more appealing to the youthful populace. According to Rotich et al. (2012), the brisk nature of activities in the hotel sector mostly require youthful and energetic employees to provide effective and efficient customer services to help appeal to guests.

Another issue considered under the section was the level of education of the hotel workers in the Ho Municipality. Figure 4.1 shows the final figures. Figure 4.1 indicates that 31.5 percent of respondents had completed a basic level of education, 45 percent had completed senior high school (SHS), and 23.5 percent had completed tertiary education. The results showed that all the respondents had received some levels of formal education. As part of the examination of the educational characteristics of the respondents, the study inquired from the sampled hotel workers about their academic specialisation.

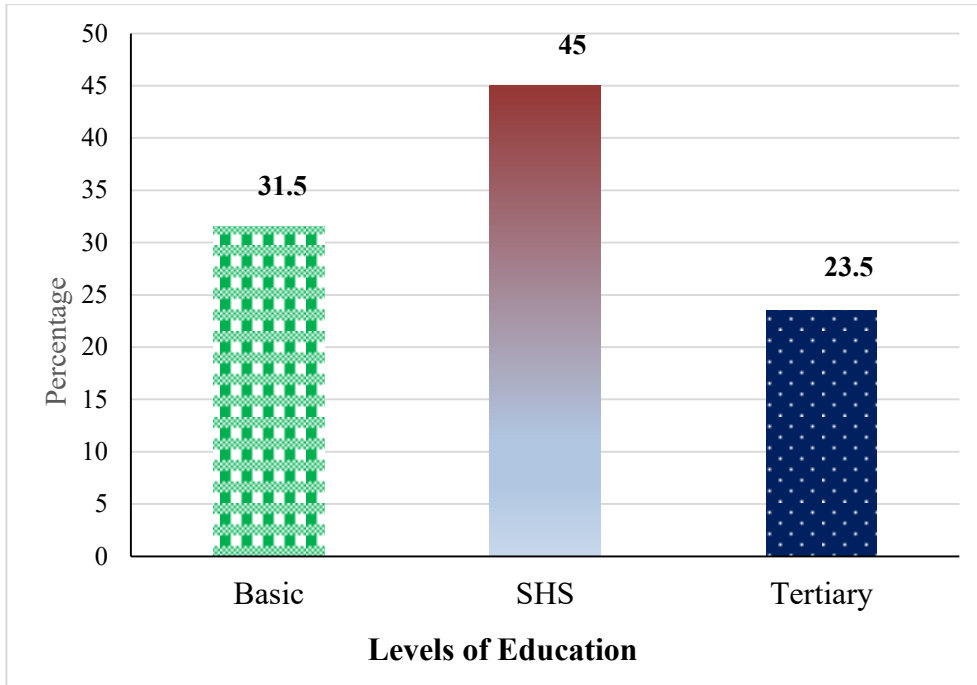


Figure 4.1: Level of Education of Respondents

Source: Field survey (2020)

Figure 4.2 shows results on the academic specialisation of the sampled hotel workers in the Ho Municipality.

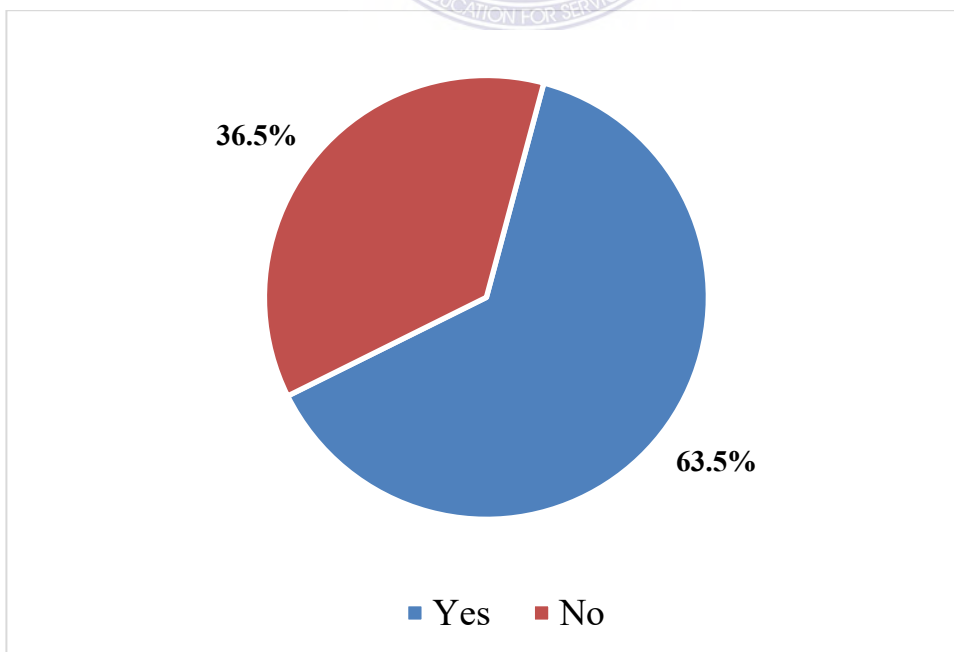


Figure 4.2: Having Academic Specialisation in Hospitality Industry

Source: Field survey (2020)

The study found that the majority (63.5%) of the respondents had no academic specialisation in the hospitality industry, while 36.5% had some academic specialisation in the hospitality industry. According to Perman & Mikinac (2014), the hospitality industry engages persons from different professions. Most of the academic specialisations in the hospitality industry were on catering, and hospitality management. This is in line with the assertion of Rotich et al. (2012) that most of the various departments in the hospital industry have not received serious attention from the academic front to help build the intellectual capacity of workers.

The study inquired from the respondents about the departments they operated. This was important to ascertain the types of services offered by the hotels in the Ho Municipality. The results are presented in Table 4.2.

Table 4.2: Department of Operation

Departments	Frequency	Percentage
Administration	31	15.5
Transport	12	6.0
Safety and security	19	9.5
Technical	16	8.0
Restaurant	68	34.0
Sanitary	42	21.0
Others	12	6.0
Total	200	100.0

Source: Field survey (2020)

Table 4.2 shows that 34% of the respondents worked in the restaurant sections of the hotels, 21% operated with the sanitary departments, 15.5% were in the administrative sections, while 9.5% worked with the safety and security sections of the hotels. The results showed that restaurant services occupied quiet significant portions of the hotels. This was because almost all the hotels had restaurants to provide catering services their guests. This shows that the catering services plays a major role in hotel services.

Another issue considered under the section was having any related professional training in hospitality before joining the industry. This was important to ascertain the calibre of persons engaged in hotel industry. From the study, the majority (65.5%) of the respondents denied receiving any professional training related to hospitality prior to their engagement in the sector, while 34.5% admitted of receiving such training programmes.

The employees who were sampled were also asked to describe how they found work in the Municipality's hotel industry. This was important to ascertain the mode of engaging employees for the hotel sector in the Ho Municipality. The study found that the majority (68.5%) of the respondents admitted to securing their employment through the informal process (relationship with the owners or through recommendations from other persons), whereas 31.5% secured theirs through the formal process (written application, interviewing and recruitment).

Another issue considered under the section was the number of years the workers had worked in the hotel industry. This was important to ascertain the level of experience of

the workers in the hotel sector. From the study, the number of years the workers had worked in the hotel industry ranged from less than one year to 17 years. The results showed that the workers in the hotel sector in the Ho Municipality are a blend of experienced and novice in providing hospitality services to clients. This is very good as it affords the opportunity for the experienced workers to transfer their experiences to the new recruits in the sector. The mean number of years the workers had worked in the hotel sector was 7.8 (study. = 1.7). The modal year of working in the hotel sector was 4. This showed that the workers in the hotel sector in the Ho Municipality had had multiple years working in the sector to develop some level of experience in the industry.

As part of the process of examining the professional background of hotel workers in the Ho Municipality, the sampled workers were asked to indicate their professional development goals. This was important to ascertain the readiness of the hotel workers to commit their professional carrier to the sector. The study conducted a cross tabulation analysis between age of the respondents and their professional development goals. The results are presented in Table 4.3. From the Table, the majority (55%) of the sampled hotel workers indicated that their goal was to remain with the sector and rise through the professional rungs to manage hotel facilities in the future, while 45% had a goal of wanting to switch to other professions to develop their career. Even though the majority of the respondents wanted to remain working with the hotel sector, quite significant proportion of them had a goal of wanting to switch to other professions to develop their career. The implication is that quite significant proportion of the hotel workers in the Ho Municipality does not wish to build their professional career around the hotel sector.

This could be a cost to the sector as new employees have to be recruited and trained at additional cost to fill the gaps to be created by such workers in the hotels.

Table 4.3: A Cross Analysis Between Age and Professional Development Goals of Hotel Workers

Age cohort (years)	Remain (%)	Switch (%)	Total (%)
Below 20	5 (4.5)	18 (20.0)	23 (11.5)
20 – 29	11 (10.0)	61 (67.8)	72 (36.0)
30 – 39	52 (47.3)	9 (10.0)	61 (30.5)
40 – 49	25 (22.7)	2 (2.2)	27 (13.5)
50 and above	17 (15.5)	-	17 (8.5)
Total	110 (55.0)	90 (45.0)	200 (100.0)

Source: Field survey (2020) $\chi^2 = 98.4$; $df = 9$; $p\text{-value} = 0.001$

A cross analysis between age and professional development goals of the workers was conducted. From Table 4.3, 20% and 67.8% of the respondents who had a professional development goal of wanting to switch to other professions to develop their career were respectively aged below 20 years, and 20 and 29 years, while 47.3% and 22.7% of those who intended to remain and rise through the professional rungs to manage a hotel facility were respectively aged between 30 and 39 years, and 40 and 49 years. The implication is that the employees within the ages of 20 and 29 years had ambition to switch to other professions. This was because they largely perceived the hotel industry as a temporary means to reach their dream profession. In other words, such category of persons did not want to build their professional career on the hotel industry. This was

largely attributed to job insecurity and the high susceptibility of the industry to environmental shocks such as the covid-19 pandemic that has rendered most of them jobless.

From the chi square test, as presented in Table 4.3, a p-value of 0.001 ($\chi^2 = 98.4$; $df = 9$) showed that there was a statistically significant association between age and professional development goals of workers in the hotel sector. This means that the differences between the professional development goals of the younger workers and the older workers was statistically significant. In other words, the younger workers were less motivated to commit their professional career development to the hotel sector, whereas the older workers were committed to build their professional career around the sector.

Further, the sampled workers were requested to indicate their willingness to work in the hotel industry over the next five years. the results are presented in Figure 4.3.

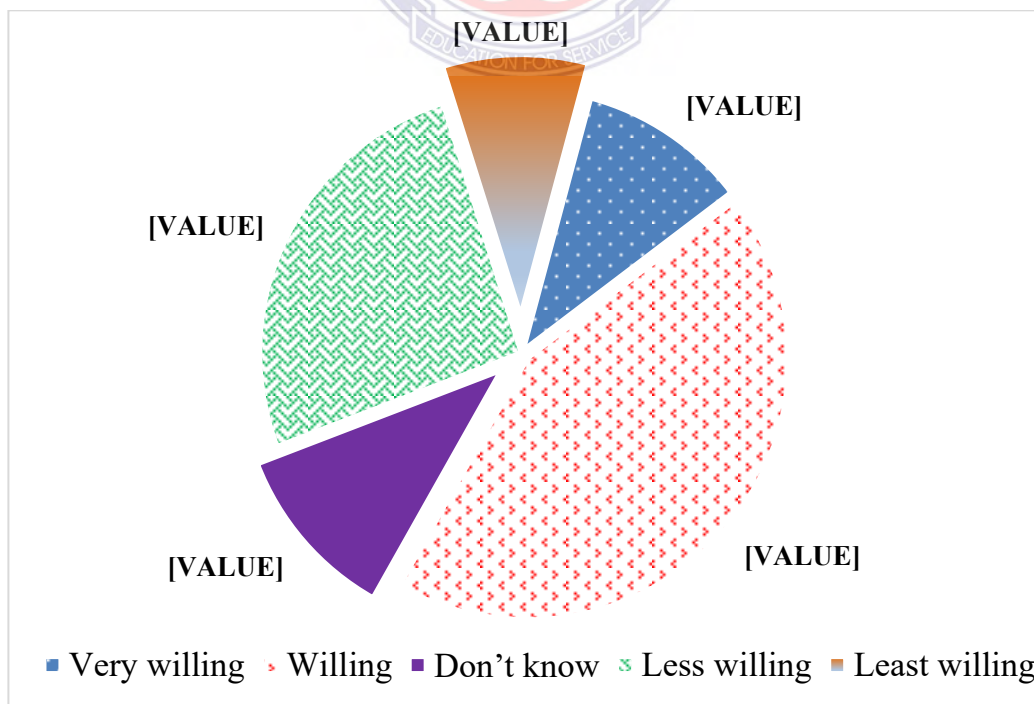


Figure 4.3: Willingness of Workers of Work in the Hotel Industry Over the Next Five Years

Source: Field survey (2020)

From Figure 4.3, 10.5% of the respondents were very willing to work in the hotel industry over the next five years, 43.5% were willing to work in the sector, whereas 26% and 9% were less willing and least willing to work in the sector over the next five years. The results showed that the majority (54%) of the respondents were willing to work in the hotel sector over the next five years. This is positive for retaining experienced personnel in the hotel sector.

The respondents were further requested to indicate the reasons for the willingness to work in the hotel sector over the next five years. The results are presented in Table 4.4.

Table 4.4: Reasons for the Willingness to Work in the Hotel sector Over Next Five Years

Reasons	Frequency	Percentage
Good remuneration	11	8.9
Expecting promotion	19	15.3
Hotel sector is my area of profession	13	10.5
Enjoy working in the industry	26	21.0
Don't have any other opportunity	55	44.4
Total	*124	100.0

Source: Field survey (2020)

*n = Hotel workers willing to work in the hotel sector over the next five years

Table 4.4 shows that 8.9% of the respondents were willing to work with the hotel sector over the next five years because of good remuneration, 15.3% wanted to remain working with the sector because they were expecting promotion over the next five years, while 10.5% and 21% intended to work in the hotel sector because it is their area of profession, and enjoyed working in the sector, respectively. In addition, 44.4% of the respondents were willing to work in the hotel sector over the next five years because they do not have any other opportunities outside the sector.

Table 4.5 presents results on the reasons why the sampled workers from the hotel sector in the Ho Municipality were unwilling to work in the sector over the next five years.

Table 4.5: Reasons for the Unwillingness To Work in the Hotel Sector Over Next Five Years

Reasons	Frequency	Percentage
Poor remuneration	41	53.9
Want to leave for school	10	13.2
Reluctant to build professional career in the sector	17	22.4
No clear policies to develop professional capacity of workers	8	10.5
Total	76	100.0

Source: Field survey (2020)

*n = Hotel workers unwilling to work in the hotel sector over the next five years

Table 4.5 shows that 53.9% of the respondents were unwilling to work in the hotel sector over the next five years because of poor remuneration, 13.2% wanted to leave for

school, 22.4% wanted to switch to other sectors because they were reluctant to build their professional career in the sector, whereas 10.5% reported that there were no clear policies to develop their professional capacities from the employers.

4.3 Training Programmes Organised to Boost Professional Development of Hotel Workers

The second research objective sought to examine the training programmes organised to boost the professional development of hotel workers in the Ho Municipality. Some of the issues considered under the section were training programmes the workers have participated in, nature of the training programmes, mode employer used to identify the training needs of employees, lessons learnt from the training programmes, and extent to which the training programmes had boosted the professional development of workers in the hotel sector.

The study inquired from the sampled hotel workers in the Ho Municipality about the training programmes they had participated in. The results are presented in Table 5.

Table 4.6: Training Programmes Workers have Participated in

Training programmes	Frequency	Percentage
None	89	44.5
Customer service	44	22.0
Quality of service	31	15.5
Hotel administration	19	9.5
Technical	13	6.5

Vocational skills	92	46.0
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Source: Field survey (2020) *n = Multiple response

Results from Table 4.6 showed that 44.5% of the respondents had not participated in any training programmes as hotel workers, 22% had participated in customer service training programme, 15.5% had participated in training programmes in quality of service, while 9.5% and 46% had participated in training programmes on hotel administration, and vocational skills, respectively. The vocational skills the respondents required included towel folding, room designs, bed laying and preparation of continental cuisines.

Another issue considered under the section was the duration of the training programmes. The results are presented in Table 4.7.

Table 4.7: Duration of Training Programmes

Duration	Frequency	Percentage
Within one day	18	16.2
Within one week	41	36.9
Within one month	30	27.0
Within some months	22	19.9
Total	*111	100.0

Source: Field survey (2020)

*n = workers participating in training programmes

Table 4.7 shows that 16.2% of the beneficiary workers reported that the duration of their training programmes was within a day, 36.9% had their training programmes within one week, 27% had theirs within a month, while 19.9% had their programmes within some

months. From the study, the majority (64.9%) of the respondents reported that the nature of the training programmes was in-house, whereas 35.1% indicated that their training programmes were conducted by external facilitators or trainers.

The study inquired from the respondents on the person paying for the training programmes. This was imperative because the bearers of the cost of building the professional development of workers is a demonstration of their commitment towards the growth and development of the hotel sector. The results are presented in Figure 4.4.

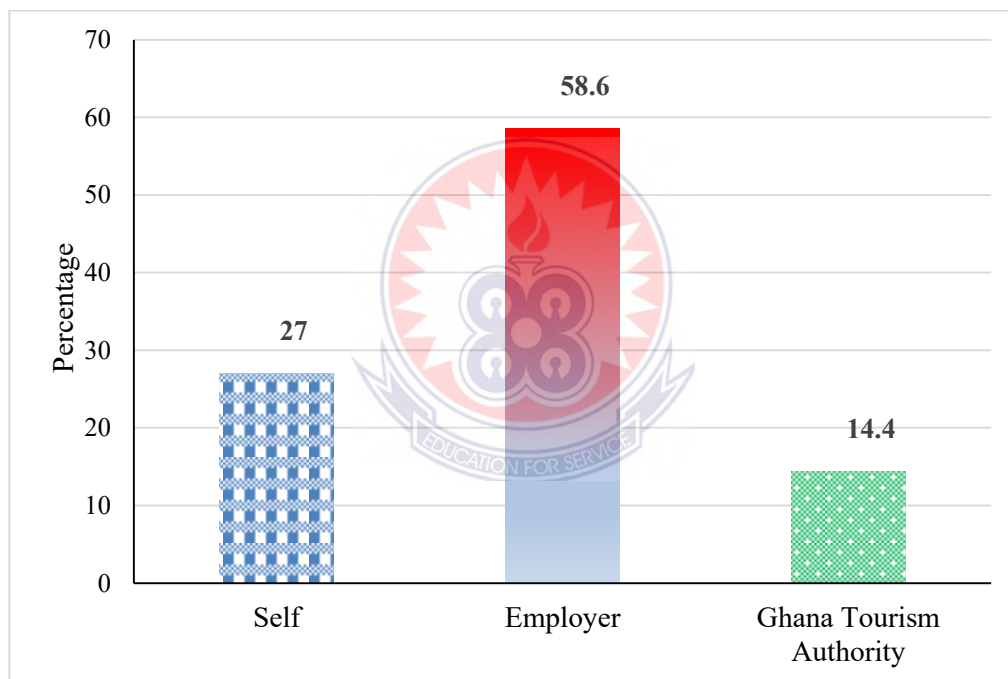


Figure 4.4: Persons Responsible for Paying Cost of Training Programmes

Source: Field survey (2020)

Figure 4.4 shows that 27% of the respondents admitted to be paying for the cost of the training programmes by themselves, 58.6% had their training programmes paid for by their employers, while 14.4% had their training programmes paid for by the Ghana Tourism Authority.

Another issue considered under the section was the mode by which the employers identified the training needs of the workers. The results are presented in Table 4.8.

Table 4.8: Approaches Used by Employers to Identify the Training Needs of Workers

Approaches	Frequency	Percentage
Don't know	32	28.8
Interviewing	18	16.2
Recommendations from performance appraisals	11	9.9
Complaints from guests	39	35.1
My complaints	52	46.8
Employer's observations	71	64.0

Source: Field survey (2020)

*n = multiple response (111 – workers participating in training programmes)

Results from Table 4.8 showed that 28.8% of the respondents did not know the approaches used by their employers to identify their training needs, 16.2% indicated that their employers identified their training needs through interviewing, 9.9% were through recommendations from employee performance appraisals, 35.1% were through complaints from guests, while 46.8% and 64% were through their complaints and employers' observations, respectively.

The participants were asked to list the things they had taken away from the training programmes. Table 4.9 summarizes the results.

Table 4.9: Lessons Learnt from the Training Programmes

Lessons	Frequency	Percentage
Improved ways to attend to guests	85	76.6
Improved administrative procedures	12	10.8
Enhanced store management	17	15.3
Learnt new security arrangements	11	9.9
Learnt the preparation of new cuisines	40	36.0

Source: Field survey (2020)

n = multiple response (111 – workers participating in training programmes)

Table 4.9 showed that the majority (76.6%) of the training beneficiaries reported that the training programmes had enabled them to improve ways of attending to guests, 10.8% had improved in administrative procedures, 15.3% had enhanced their store management skills, whereas 9.9% and 36% had respectively learnt about new security arrangements, and preparation of new cuisines.

Another issue considered under the section was the level of satisfaction of the training beneficiaries to the training programmes. The results are presented in Figure 4.5.

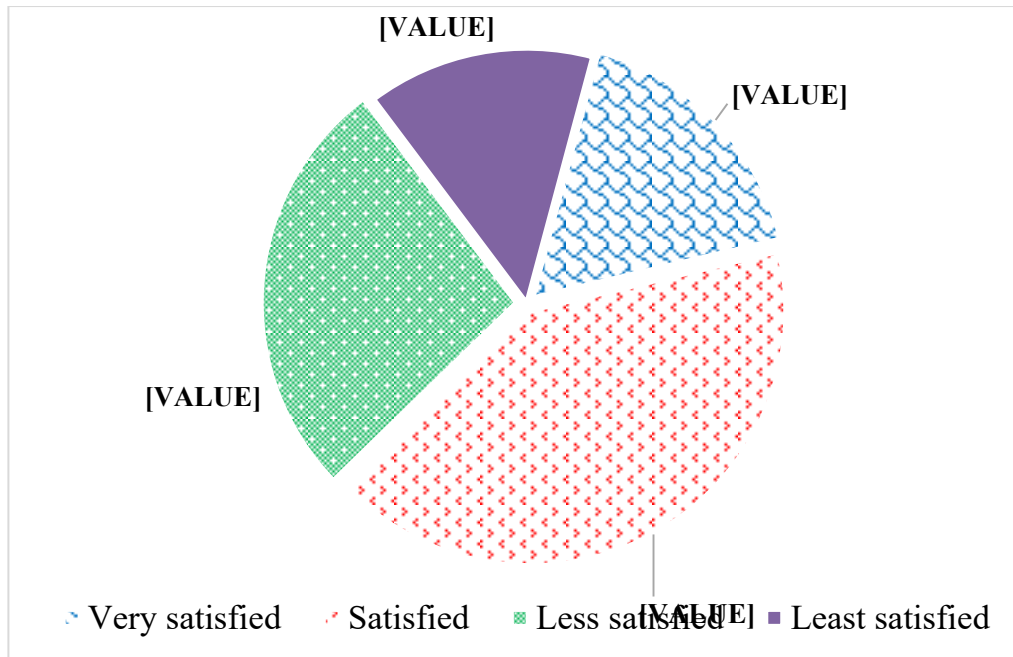


Figure 4.5: Level of Satisfaction on Training Programmes

Source: Field survey (2020)

From Figure 4.5, 17.1% of the training beneficiaries reported that they were very satisfied with the program, 41.4% were satisfied, while 27% and 14.4% respectively were less satisfied and least satisfied.

The training beneficiaries were also asked to indicate the areas of the training programmes they think should be improved. This was required in order to increase the effectiveness of the training programmes in the Ho Municipality in terms of professional development of hotel workers. Table 4.10 summarizes the findings.

Table 4.10: Areas of the Training Programmes that Need to be Improved

Areas for improvement	Frequency	Percentage
Programmes should be based on training needs of workers	45	40.5
Duration should be extended	47	42.3
Training should be more formal	52	46.8
Training organisers should give certificates	66	59.5
External resource persons should be used for training programmes	30	27.0
Training programmes should be funded by employers	25	22.5

Source: Field survey (2020)

n = multiple response (111 – workers participating in training programmes)

Results from Table 4.10 showed that 40.5% of the training beneficiaries suggested that the training programmes should be based on the training needs of workers, 42.3% recommended that the duration for the training programmes should be extended for more engagements with the resource persons, while 48.8% suggested that the training programmes should be made more formal. In addition, the majority (59.5%) of the training beneficiaries in the hotel sector suggested that the training program organisers should issue certificates to participants, 27% recommended the need for using more external resource persons for the training programmes, whereas 22.5% suggested that the training programmes should be funded by the employers.

4.4 Training Needs of Hotel Workers

The third research objective sought to assess the training needs of hotel workers in the Ho Municipality. This was essential to ascertain the professional development needs of the hotel workers in the Ho Municipality. Some of the issues considered under the section were technical weaknesses in the performance of duties, training programmes one recommends to address weaknesses, preferred form for the training program, and duration for the training program.

The respondents were asked to indicate their technical weaknesses in the performance of their duties. This was important to ascertain the training needs of the hotel workers in the Ho Municipality. The results are presented in Table 4.11.

Table 4.11: Technical Weaknesses in the Performance of Hotel Workers

Technical weaknesses	Frequency	Percentage
Lack of professionalism in my duties	61	30.5
Lack of hotel administrative skills	101	50.5
Unable to prepare some continental cuisines	20	10.0
Unable to communicate in English or French	14	7.0
Lack of certification to perform some tasks	72	36.0
Low self-confidence in serving foreign guests	51	25.5

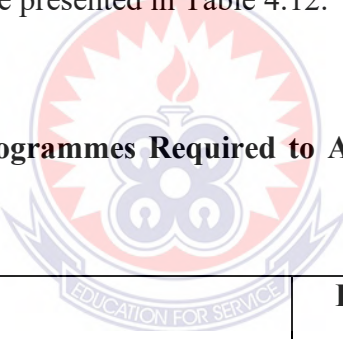
Source: Field survey (2020)

n = multiple response (n = 200)

Results from Table 4.11 showed that 30.5% of the respondents reported lack of professionalism in their duties as their technical weakness, 50.5% reported the lack of hotel administrative skills, 10% indicated their inability to prepare some continental cuisines, 7% reported their inability to communicate in English or French as their technical weakness, whereas 36% and 25.5% reported the lack of certification to perform some particular job tasks, and low self-confidence in serving foreign guests, respectively.

Based on the technical weaknesses of the respondents, they were requested to indicate the training programmes that could help build their technical capacities to address their weaknesses. The results are presented in Table 4.12.

Table 4.12: Training Programmes Required to Address Technical Weaknesses of Workers



Training programmes	Frequency	Percentage
Professional training in hotel management	97	48.5
Formal education in hotel administration	53	26.5
Refresher programmes on continental cuisines	20	10.0
Organise language classes for English or French	14	7.0

Source: Field survey (2020)

n = multiple response (n = 200)

From Table 4.12, 48.5% of the respondents reported that they required professional training program in hotel management to help build their capacities to address their technical weaknesses in providing hotel services to guests, 26.5% recommended formal

education in hotel administration as the training program required to help address their technical weaknesses, while 10% and 7% respectively suggested refresher programmes on continental cuisines, and language classes for English or French language.

Another issue considered under the section was the preferred form of the training programmes. The results are presented in Figure 4.6.

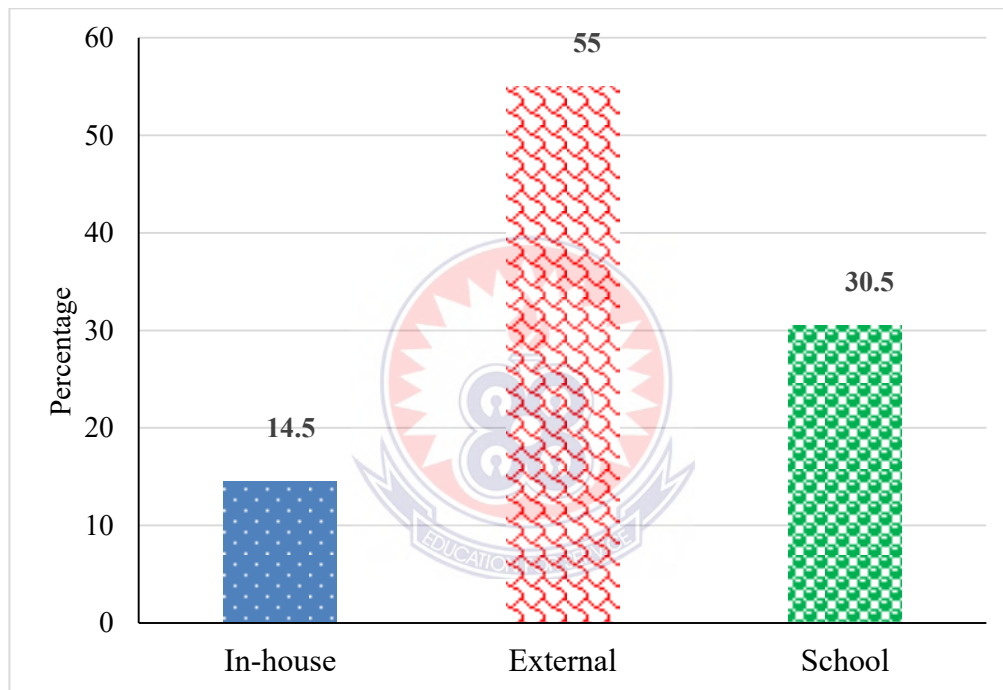


Figure 4.6: Preferred Form of Training Programmes

Source: Field survey (2020)

Figure 4.6 showed that 14.5% of the sampled hotel workers from the Ho Municipality preferred in-house training program to help built their professional capacities to overcome their technical weaknesses, 55% preferred external training programmes, while 30.5% preferred schooling. The results showed that the majority of the respondents wanted an external training program to help build their technical capacity.

This was because they had the impression that they were more likely to obtain certificates from external training programmes.

The respondents were further asked to indicate the length of time they wanted such training programmes to last. The results are presented in Table 4.13.

Table 4.13: Preferred Length of Time for Training Programmes

Length of time	Frequency	Percentage
Within a week	34	17.0
Within a month	105	52.5
More than a month	61	30.5
Total	200	100.0

Source: Field survey (2020)

From the study, 17% of the respondents preferred training programmes taken within a week, 52.5% wanted training programmes organised within a month, whereas 30.5% preferred training programmes organised for more than a month to enable them build their technical capacities.

4.5 Operational Challenges of Hotel Workers

The fourth research objective sought to examine the operational challenges of hotel workers in the Ho Municipality. Some of the issues considered under the section were inadequate logistics, feeling insecure, increased workload due to low number of staff, and low budgetary allocations to acquire basic consumables for effective operations. The

examination of the challenges of hotel workers was deemed critical as it presents the opportunity to explain part of the technical deficiencies and professional development challenges of the workers in the hotel sector.

The respondents were requested to indicate whether they encountered a challenge of inadequate logistics to effectively carry-out their duties. The results are presented in Figure 4.7.

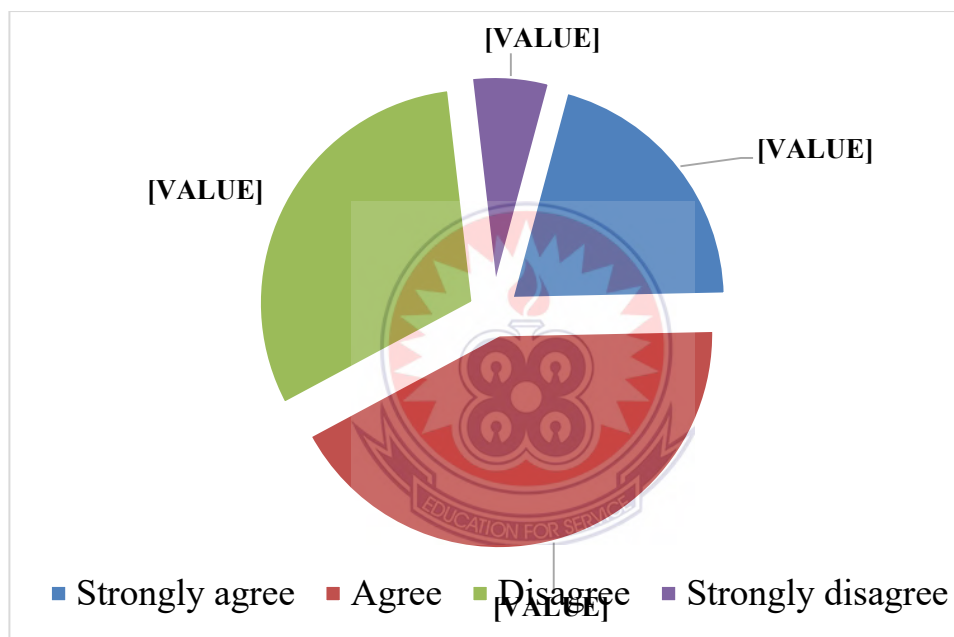


Figure 4.7: Inadequate Logistics as a Challenge Worker Faced in the Hotel Sector

Source: Field survey (2020)

Figure 4.7 showed that 20.5% of the respondents strongly agreed that inadequate logistics was a challenge they encountered in their lines of duty, 42.5% agreed, while 31% and 6% disagreed and strongly disagreed, respectively. The results showed that the majority (63%) of the respondents encountered a challenge with inadequate logistics to operate effectively.

Another issue considered under the section was the feeling of insecurity as a challenge in the hotel sector. The results are presented in Figure 4.8.

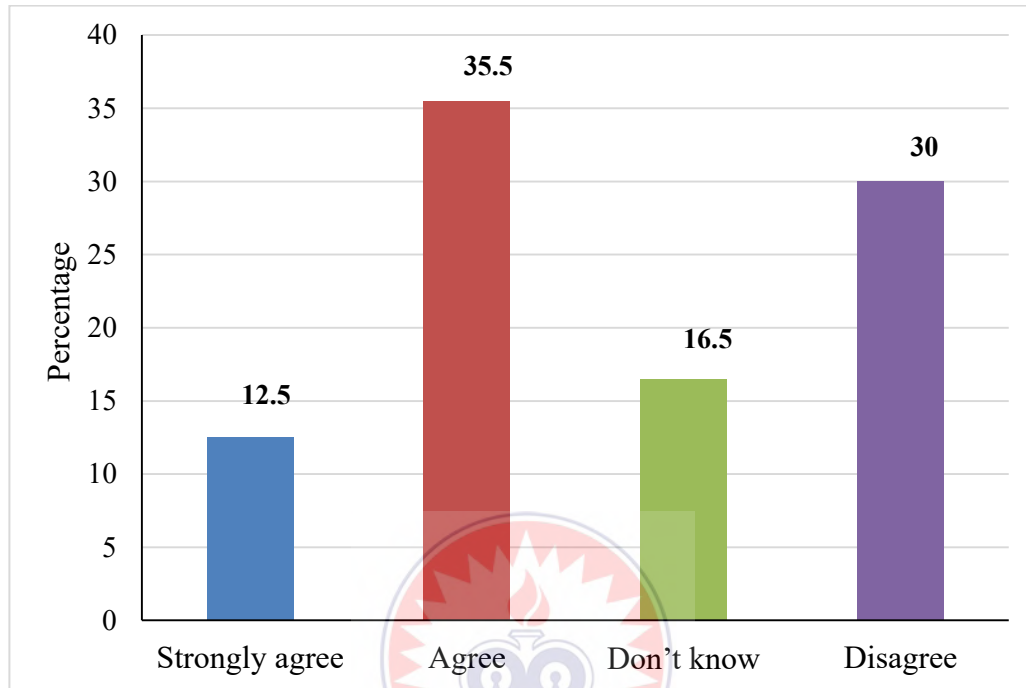


Figure 4.8: Feeling of Insecurity as a Challenge Faced by the Hotel Workers

Source: Field survey (2020)

Results from Figure 4.8 showed that one-quarter (25%) of the respondents strongly agreed of feeling insecure with their job as a challenge they encounter with the hotel sector, 41.5% agreed, whereas 22% and 11.5% disagreed and strongly disagreed, respectively. The results showed that the majority (66.5%) of the respondents admitted to the feeling of insecurity in working with the hotel sector.

The study also enquired from the respondents about facing a challenge with increased workload due to low number of staff in their operations in the hotel sector. The results are presented in Figure 4.9.

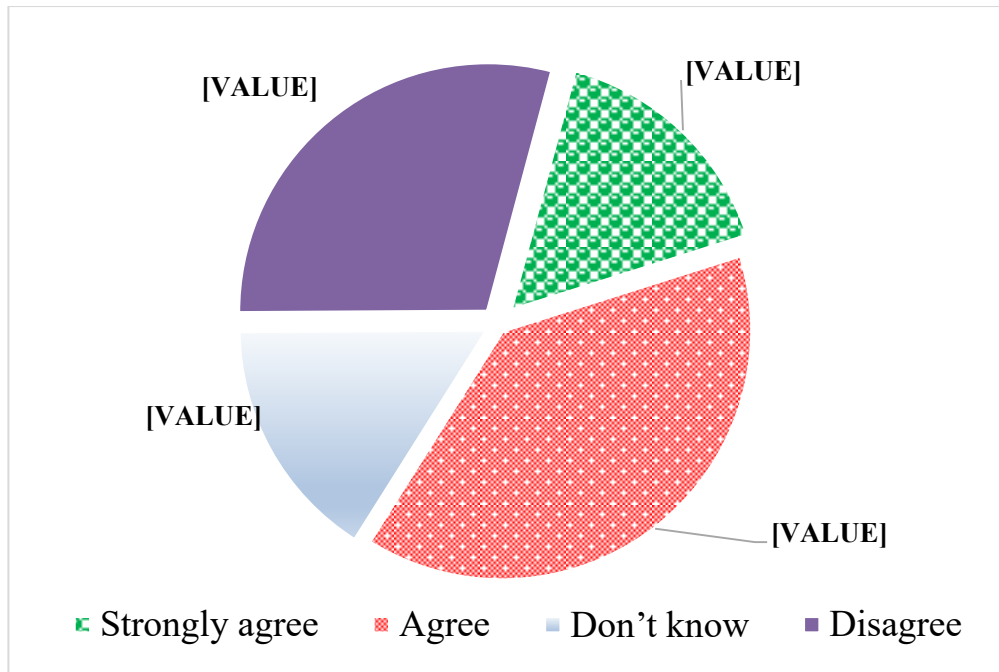


Figure 4.9: Increased Workload Due to Low Number of Staff

Source: Field survey (2020)

Results from Figure 4.9 showed that 21.5% of the respondents strongly agreed that they encountered the challenge of increased workload due to low number of staff in their hotels, 45.5% agreed, whereas 26% and 7% disagreed and strongly disagreed, respectively. The results showed that the majority (67%) of the respondents admitted to be facing a challenge of increased workload due to low number of staff in their hotel setup.

Another issue considered under the section was low budgetary allocations to acquire basic consumables for operations in the hotel sector. The results are presented in Figure 4.10.

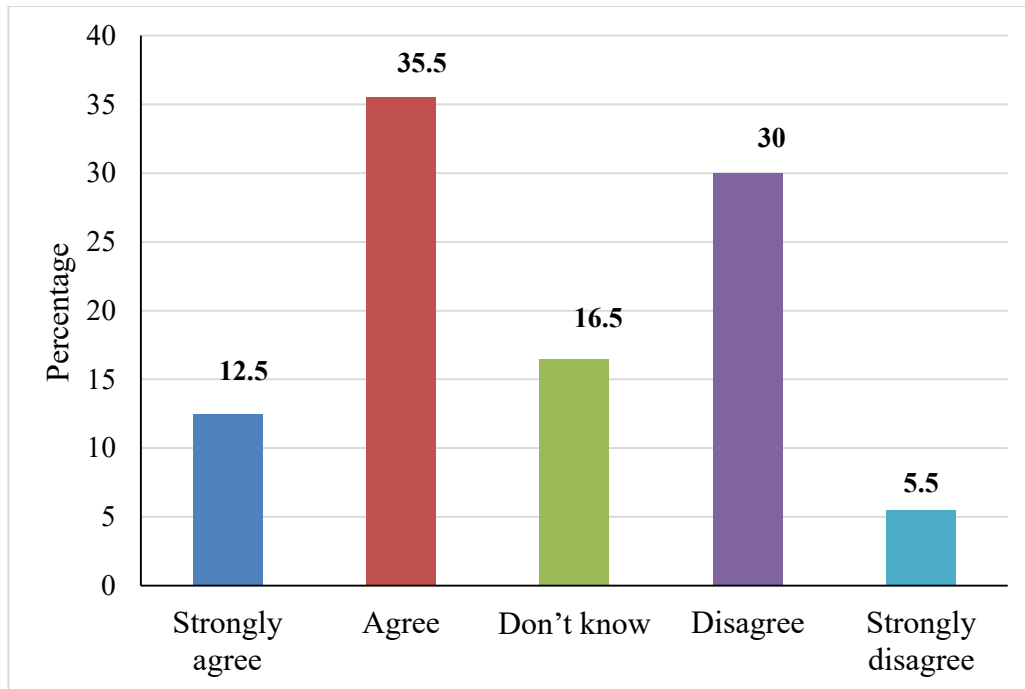


Figure 4.10: Low Budgetary Allocations to Acquire Basic Consumables for Operations

Source: Field survey (2020)

Figure 4.10 showed that 12.5% of the respondents strongly agreed that they encountered the challenge of low budgetary allocations to acquire basic consumables for operations in their hotel companies, 35.5% agreed, 16.5% did not know, whereas 30% and 5.5% disagreed and strongly disagreed, respectively. The results showed that most (48%) of the respondents admitted that they encountered the challenge of low budgetary allocations to acquire basic consumables for effective operations in their hotels.

The study further inquired from the respondents whether they encountered a challenge of delays in the release of money to procure items for effective operations. The results are presented in Figure 4.11.

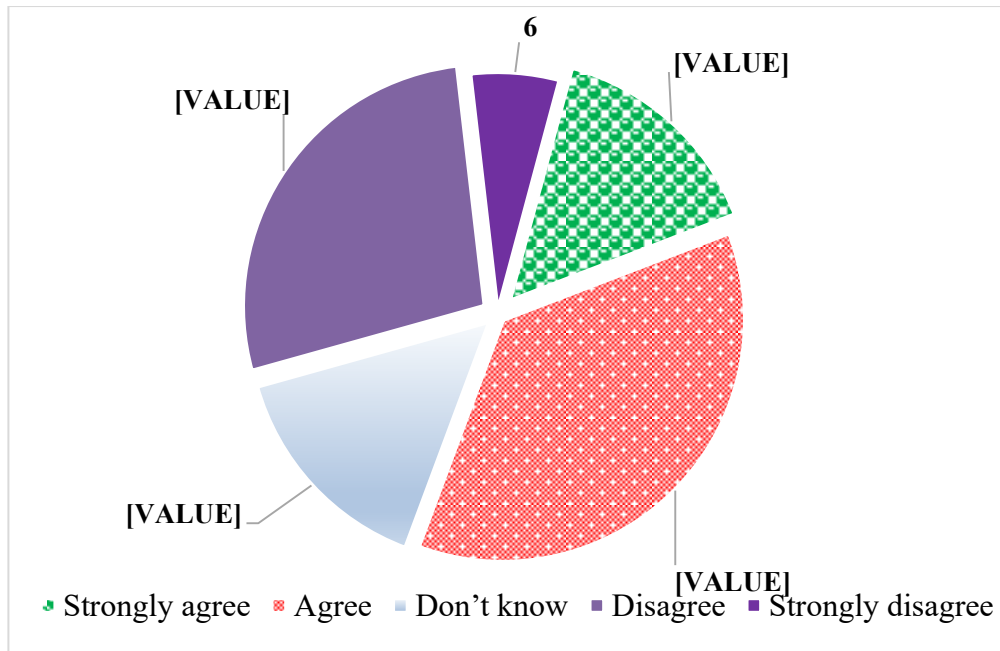


Figure 4.11: Delays in Releasing Funds to Procure Items for Effective Operations

Source: Field survey (2020)

From Figure 4.11, 15% of the sampled workers from the hotel sector in the Ho Municipality strongly agreed that they experienced the challenge of delays in the release of money to procure items for effective operations, 36.5% agreed, 15% did not know, while 27.5% and 6% respectively disagreed and strongly disagreed. The results showed that a little over half (51.5%) of the respondents admitted to be facing a challenge of delaying in the release of money for the purchase of items for effective operations in their hotels.

CHAPTER FIVE

DISCUSSION

5.1 Professional Background of Hotel Workers

This section discusses the results on the professional background of hotel workers in the Ho Municipality. Age, department of service, academic specialization, job title, and number of years employed in the hotel industry were some of the factors considered in this section.

- The respondents' age characteristics were found to be dominated by those aged 20 to 39 years old, according to the study. This was attributed to the fact that the hotel industry is a service industry that requires active persons to provide effective and efficient services to clients. According to Asirifi et al. (2013), the hospitality industry is mostly dominated by the youthful population, who are more abreast with latest technological trends to provide effective and smart quality services to guests. Whereas Capps et al. (2012) reported that the dominance of a more youthful population in the hospitality industry was essential to groom more people in the labour force with expertise in the operations of hospitality businesses, Acquaful et al. (2016) found that the youthful population was more volatile in terms of their job search. Thus, Acquaful et al. (2016) posited that the hospitality industry creates a platform for easy entry of the youthful population into the economic arena, and leverage on such experiences to secure jobs in other sectors and industries. Acquaful et al. (2016) therefore recommended the need to balance the age distribution in the workforce in the hospitality industry.

- The study also discovered that the more than half of the participants (63.5%) did not have any academic background in the hospitality industry. The dominance of the hotel sector in the Ho Municipality by persons without academic specialisations in the industry agrees with the assertion of Nischithaa & Narasimha (2014) that the hospitality industry plays eclectic roles that attracts the services of persons from different job sectors without direct specialisation in the hospitality sector. Thus, other complementary services such as security, transportation, and finance contributed to attract other professionals into the hospitality industry. Nonetheless, Perman & Mikinac (2014) posited that it is always imperative to provide professional development programmes for people from other professions that work in the hospitality industry to enable them to appreciate the service principles and quality standards regarding the sector.
- The results showed that restaurant services occupied quiet significant portions of the hotels. The high numbers of personnel from the restaurant section were explained from the fact that many people were required as kitchen staff to prepare various types of dishes, while waiters and waitresses were also required to serve the food to guests. Further, the high number of sanitary staff in the hotels showed the core activities of the hoteliers in the form of performing janitorial duties in hotel rooms and arranging the rooms to make them attractive to guests. The technical personnel comprised electricians, plumbers and carpenters, among others. It was, however, found that some of the hotels did not have permanent technical staff but rather engage them as and when their services were needed. This was in a way to reduce the cost of operations of the hotels. However, it could also cause some

inconveniences to guests as some of the technicians may not always be available to attend to the needs of the hotels. It was even found that some of the hotels did not have permanent technicians and rather engaged any available technicians in town. In as much as such a system was good in making some financial savings to the hotels, it may pose a serious risk to the operations of the hotels as some may not fully understand the principles behind earlier job done by others and result in the introduction of hazards into the operations of the hotels. The others constituted persons providing horse riding, touring services, and swimming services. Thus, some of the hotels provided other auxiliary services to make their hotel service a comprehensive package to make guests feel more comfortable. The various services provided by the hotels show the important complementarity within the hospitality industry as industry players provide accommodation, catering, and tourism services to guests. However, Sarkodie & Adom (2015) posited that the capacity of hoteliers to provide comprehensive hospitality services is a function of both financial and technical capacities. In other words, the hoteliers have to secure the services of technical people to provide some of these services internally, while providing the space and facilities for such personnel to operate effectively. Nonetheless, the engagement of such personnel and creation of space and facilities for such services to be provided largely depended on the financial capacities of the hoteliers. Thus, the study, found that the three-star hotels provided more services than the two-star and one-star hotels.

- From the study, the majority (65.5%) of the respondents denied receiving any professional training related to hospitality prior to their engagement in the sector. The results agreed with the assertion of Sarkodie & Adom (2015) that the hospitality

as a profession is still evolving and as such requires the services of persons from other professions to support in the provision of some critical and related services to augment the core services provided by most hospitality firms. Some of the professional training programmes received by workers prior to their engagement in the hospitality sector were through apprenticeship, technical and vocational education, training courses, and hospitality management. Thus, most of the prior knowledge and experiences were from catering and hospitality management. The low number of proportions of workers with prior knowledge and training in hospitality services could pose a major challenge to the quality of service and sustainability of the industry as most of the personnel engaged in the sector have to be trained to understand the industry. In other words, hospitality firms have to spend extra funds to provide initial training to staff to enable them understand the operations in the sector as well as the quality service standards expected of them. This could make the cost of hiring employees in the hospitality industry quite expensive. Further, the low number of prior knowledge and training of workers in the hospitality industry may imply that only few people in the Municipality were willing to commit their career and training to the sector. It could also be that there are few opportunities available for people to get training programmes in the hospitality industry to build their capacity and prepare them for the sector.

- The study also found that the majority (68.5%) of the respondents admitted to securing their employment through the informal process (relationship with the owners or through recommendations from other persons). The study found that whereas many of the administrative staff were engaged through the formal process, most of the respondents from the other departments were engaged through the

informal process. This was attributable to the fact that several of the administrative workers come from various professions (including accounting, administration, hospitality, and human resource management) (including accounting, administration, hospitality, and human resource management) with proper and advanced academic certifications, while most of the employees in the other sections of the hotels did not have advanced academic qualifications in their professions. According to Rotich et al. (2012), engaging employees through informal recruitment processes pays little attention to professionalism and competence but rather focus more on relations and altruistic elements that are not scientific to guarantee the requisite skills, dedication and commitment needed for high service quality standards. Rotich et al. (2012) added that informal recruitment process in the hospitality industry is mostly associated with additional cost of initial training to ensure that the newly recruits properly understand the tenets of the industry to provide high standard quality of service to enhance the competitiveness of hospitality firms in the industry.

- The results further showed that whereas the workers within the middle to upper ages in the economically active age cohorts were willing to remain working in the industry, those within the lower age cohorts were reluctant to commit their professional career to the hotel sector. Thus, the hotel sector was less attractive to the younger workers to enable them commit their professional career to the industry. According to Horner (2018), the reluctance of workers to commit their professional career to a particular sector could stem from issues surrounding remuneration or proper human resource management system, including properly structured promotional system, good working conditions and guaranteed pension systems comparable to those in other sectors or industries. The implication is that the

younger workers considered prospects in the other job sectors and industries as more superior to that of the hotel sector. This suggests the need for the hoteliers to improve on their human resource management system to help attract and retain younger workers for sustained professional development in the sector.

- On the issue about the willingness of the respondents to work with the hotel sector over the next five years, the study found that about 35% of them were reluctant to work in the industry over the period of time. This was a cause for concern as it suggested the need for the hoteliers to recruit new people and train them to fill the gap that will be created. This could add up to the cost of operating hotel business in the Ho Municipality. Adam (1965), about the equity, posited that employees are mostly motivated to switch from one sector to others when they perceive the new sectors as having better input-reward ratio than their previous job sectors. The implication is that some of the workers in the hotel sector perceived other employment sectors as having input-reward ratio than the hotel sector. This means that attempts to improve the working conditions of workers and reward system in terms of remuneration could help to motivate many of the workers to be retained in the hotel sector over a long period of time. Such efforts could also encourage many hotel workers to commit their professional career around the hotel sector.
- The results showed that some of the hotel workers were motivated by some human resource management practices, including remuneration and promotion to remain working in the industry over the next five years. It should also be noted that workers who considered the hotel sector as their area of profession were willing to continue working in the sector over the next five years. This suggests that the hoteliers could

be able to retain their employees over a long period of time when they recruit persons who have specialised in the hotel sector and are willing to build their professional career in the sector. On the other hand, 20.5% of the respondents were unwilling to work in the hotel sector over the next five years because of poor remuneration. The results showed that quite a significant proportion of the respondents were not satisfied with the remuneration received from the sector and this has been the driving force pushing them to other sectors. In other words, they considered remuneration from other sectors as more lucrative than that from the hotel sector, which is compelling them to switch to other job sectors over the next five years. Further, the unwillingness of some of the respondents to build their professional career around the hotel sector demonstrated that some of the workers were not committed to the growth and development of the sector. The results showed the need for hoteliers to incorporate proper and comprehensive human resource management practices in their operations to help retain experienced workers to the sector. This is necessary as some of the respondents also indicated their reluctance to work in the sector over the next five years due to unclear policies and strategies to develop the professional capacities of workers.

5.2 Training Programmes Organised to Boost Professional Development of Hotel Workers

This section emphasizes on discussing the results gathered on the second research objective, which concentrated on the training programmes organised to boost the professional development of hotel workers in the Ho Municipality. Some of the issues

considered under the section were training programmes the workers have participated in, nature of the training programmes, mode employer used to identify the training needs of employees, lessons learnt from the training programmes, and extent to which the training programmes had boosted the professional development of workers in the hotel sector.

- From the study, quite significant proportion (44.5%) of the hotel workers in the Ho Municipality had not participated in any training programmes to enhance their professional development. This is likely to affect the quality of service and the professional development of the workers in the sector. According to Abdul et al. (2011), regular training programmes are required by business organisations to help build the technical and professional capacities of workers to enable them deliver the expected quality of service. Acquaful et al. (2016) also indicated that regular training programmes for workers enable employers to introduce workers to new technologies and emerging modes of performing particular job tasks. The study, however, found that some of the workers had benefitted from a number of training programmes in the hotel sector. In reference to the vocational skills training, it was found that the workers were taking through room designs, bed laying, stylish towel folding, and cooking different dishes. With the technical skills training, some of the respondents indicated that they received training and certification from the Electricity Company of Ghana, and training programmes from the National Vocational and Technical Institute. With respect to the training program on hotel administration, the study found that some of the hotel administrators were taking through stores management, accounting and marketing.

- The study found that the hoteliers used both internal and external expertise to provide training programmes for the workers to help build their capacities for quality of service. According to Bautista and Ortega-Ruiz (2015), the use of internal actors to provide training programmes for workers enables organisational managers to transfer the culture of operations from experienced workers to the less experienced ones to maintain service quality standards. Nonetheless, Capps and Crawford (2013) posited that employees generally do not take in-house training programmes as serious since they are mostly used to the facilitators and also do not come with certificates. However, Bautista and Ortega-Ruiz (2015) argued that with strict measures and packages in place, in-house training programmes are very effective as the facilitators are aware of the operational challenges and the weaknesses of the employees and deliver training programmes to address their specific issues. Desimone & Garet (2015) asserted that external training programmes are mostly focused on introducing participants to new trends in quality service delivery and also help in certifying employees for their engagement in particular job roles and tasks. The implication is that the adoption of both internal and external sources of training programmes could help boost the professional development of hotel workers in the Ho Municipality.
- The results showed that various stakeholders (workers, employers and Ghana Tourism Authority) were committed to developing the professional skills of workers in the hotel sector to ensure continuous growth and development. Thus, with the majority having their training programmes sponsored by their employers demonstrated that the hoteliers were committed to the development of the

professional skills of workers in the hotel industry. Furthermore, the findings revealed that some of the employees were dedicated to improving their professional skills for the good of the hotel industry. The study found that most of the employees who self-financed their professional development programmes were those who required additional certification to increase their capacity or give them certified approval to perform particular roles and functions such as electrification and managerial roles.

- From the results, it could be deduced that the employers used varied approaches in identifying the training needs of workers in the hotel sector. Thus, the use of interviews and recommendations from employee performance appraisals shows a two-way approach, where employers engaged their workers to agree on the training programmes. Desimone & Garet (2015) indicated that training programmes are more effective in addressing the capacity needs of both employees and quality of service needs of employers when they stem from scientific processes and engagements such as performance appraisal processes and negotiations for each party to agree and accept the need to participate in particular training programmes.
- The results showed that all the workers who had participated in training programmes in the sector had their capacity improved in providing improved quality service. The implication is that training programmes have positive effect on the professional development and capacity building of workers in the hotel industry. This suggests that the more such training programmes are organised for workers, the more they would have their capacities improved to provide high service quality to guests in the hotel sector.

- The study also found that the majority (58.5%) of the training beneficiaries were satisfied with the training programmes organised under the hotel sector. This is positive for the professional development of the hotel workers in the Ho Municipality as they will be motivated to learn many things from the training programmes due to their level of satisfaction. Thus, Enkhtur & Yamamoto (2017) emphasised that employees are satisfied with training programmes when they have accepted the need to participate in such programmes, enthused about the organisation of the program, and also found lessons useful for their professional career.
- The majority (59.5%) of the training beneficiaries in the hotel sector suggested that the training program organisers should issue certificates to participants. In other words, the training beneficiaries wanted the training programmes to be formalised to enable them obtain certificates for their participation. Thus, the issuing of training certificates is a demonstration of their capacity to perform particular job tasks in the industry, which could enable them to secure promotion in the sector as against their colleagues who had not participated in such exercises.

5.3 Training Needs of Hotel Workers

The third research objective sought to assess the training needs of hotel workers in the Ho Municipality. This section presents the discussion of the results as presented in the previous chapter. Some of the issues considered under the section were technical weaknesses in the performance of duties, training programmes one recommends to

address weaknesses, preferred form for the training program, and duration for the training program.

- The study found that the hotel workers in the Ho Municipality had multiple technical weaknesses required to be addressed to boost their professional development and also improve the service quality standards in the industry. The study found that even though only few of the respondents were providing administrative services or functions in the sector, the majority of them complained about their lack of hotel administrative skills. It was, however, found that quite significant number of the respondents aspired to rise through the promotional rungs to manage hotel facilities in the future and as such their knowledge on hotel administration was considered to be imperative. The implication is that quite significant numbers of the respondents were willing to remain working with the hotel sector to secure administrative roles. This suggests that such significant numbers of workers would be willing to build their professional development to meet hotel administrative standards in the industry.
- Most of the respondents reported that they required professional training program in hotel management. This showed that the hotel workers in the Ho Municipality required more professional training programmes in hotel administration to enable them perform managerial functions whether in their current roles or to enable them to advance through the promotional rungs of the hotel sector. This suggested that the hotel workers were both concerned about their current and future technical capacity requirements.
- The study found that the majority of the respondents wanted an external training program to help build their technical capacity. This was because they had the

impression that they were more likely to obtain certificates from external training programmes. Comparing the preferred form of training programmes to those organised by the employers showed that whereas most of the of the training programmes were organised internally, the employees largely preferred external forms of training programmes. In other words, there was a gap between the preferred mode of training program and the actual form of training program organised by the employers. The study, however, found that the use of in-house training programmes was partly to help reduce cost of training. This suggests that the preference of the employees for external source of training could have financial implications on the employers by increasing the cost of training programmes. This is because the employers had to pay external consultants or trainers for providing training programmes for workers.

- Whereas most of the training programmes were organised within one week by the employers, the workers largely preferred training programmes that could be organised for about a month to enable them to adequately build their technical capacities to deliver the quality of service as expected of them. Nonetheless, this preference has financial implications on the employers as the increased number of training days may imply increase budget for training programmes in the sector.

5.4 Operational Challenges of Hotel Workers

The fourth research objective sought to examine the operational challenges of hotel workers in the Ho Municipality. This section discusses the results on the operational challenges of hotel workers in the Ho Municipality. Some of the issues considered under

the section were inadequate logistics, feeling insecure, increased workload due to low number of staff, and low budgetary allocations to acquire basic consumables for effective operations. The examination of the challenges of hotel workers was deemed critical as it presents the opportunity to explain part of the technical deficiencies and professional development challenges of the workers in the hotel sector.

- The results showed that the majority (63%) of the respondents encountered a challenge with inadequate logistics to operate effectively. This is likely to affect the quality of service delivery of the workers in the hotel sector. Some of the logistics that were inadequately available to the workers included computers for keeping records and data, telephone handsets for effective communication with guests, security cameras and monitors, electronic toolbox, kitchenware and appliances, and thermometer guns for checking the temperature of guests. The results showed that the inadequate supply of logistics was across various departments in the hotel sector. The inclusion of thermometer guns as part of the logistics showed the extent to which the operations of the hotel had been influenced by global trends of issues and standards. Thus, Kazempour & Amirshokoohi (2014) posited that industrial operational standards are set through both industrial practices over years and global trends of issues.
- The study found that the majority (66.5%) of the respondents admitted to the feeling of insecurity in working with the hotel sector. In other words, the majority of the respondents feared they could lose their jobs at any point in time. This was largely attributed to the informal nature of engaging workers to work in the hotel sector. In other words, the informal mode of engaging workers to work in the hotel industry

did not permit for proper negotiations on conditions of service, job characteristics, conditions for dismissal, and packages or compensations for dismissal. As a result, the employers were at liberty to dismiss any employee on any issue without proper compensation packages. According to Desimone & Garet (2015), informal mode of engaging employees gives undue advantage to employers and creates room for labour exploitation. It should, however, be noted that some ongoing issues in the country such as the banking crises that led to the mass retrenchment of banking staff partly influenced the feeling of insecurity among the hotel workers. Thus, some of the respondents cited the outcome of the banking crises as the reason for their fears about possible loss of losing their job. Others also cited the restrictions, closure and collapse of businesses due to the covid-19 pandemic without any proper form of compensations to workers. This showed that external issues had influence on the insecurity of the workers in the hotel sector. This is because the hotel sector responds to some critical issues that occurs in the external environment or in the national economy.

- From the study, the majority (67%) of the respondents admitted to be facing a challenge of increased workload due to low number of staff in their hotel setup. This was likely to put much strain on the workers as described by Knight (2011) that increased workload on workers contributes significantly to increase job-related stress, which causes them to commit a number of fundamental errors in their job service delivery. According to Riveros et al. (2012), work-related stress resulting from overload of job tasks has high tendency of influencing the quality of job service delivery of workers. As a result, Sarkodie & Adom (2015) suggested the need to employ various mechanisms, including technology, motivational strategies,

improving conditions of service, and increasing labour force to effectively address issues related to job-related stress resulting from increased workload. Nonetheless, Singh et al. (2010) reported that increased workload resulting from understaffing is sometimes a deliberate attempt and unfair system by employers to increase their levels of profitability.

- The study, however, found that part of the understaffing of some of the hotels was as a result of low turnout resulting from the covid-19 pandemic. Thus, the continuous closure of the land border between Ghana and Togo had seriously affected the hotel sector in the Ho Municipality in terms of patronage, which has resulted in the temporary retrenchment of some hotel staff. As a result, the workload is shifted to the few skeletal staff who remain at post to attend to the guests that patronise the hotels. Thus, hotels in the Ho Municipality enjoyed huge patronage from traders between Ghana and Togo as well as from tourists. However, the closure of the borders, movement restrictions and fear of contracting the coronavirus had seriously affected the operations of the hotel sector in the Municipality which has caused some of the hotel companies to reduce their staff strengths. This could partly have explained the reason why the majority felt insecure in working in the hotel sector. This is because depending on the recovery path of the hotel sector from the effects of the covid-19 pandemic, the fate of the workers was still volatile as they could be laid off at any point in time or the temporary retrenched staff could be called quickly to resume their job activities. Such operational constraints could have critical implications on the capacity of the hotel companies to provide significant support to the professional development of hotel workers in the Ho Municipality, especially in this period of recovering from the covid-19 pandemic. The implication is that a

sector-wide approach may be required, where the hotel sector secures support from the Government to enable them position themselves well during the post-covid-19 recovery period.

- The results showed that most (48%) of the respondents admitted that they encountered the challenge of low budgetary allocations to acquire basic consumables for effective operations in their hotels. Some of the basic consumables were protective gloves, nose masks, hand sanitisers, toiletries, hand towels, and food stuffs. However, some of the respondents were quick to add that the situation was better prior to the covid-19 pandemic as compared to the post-covid-19 period. This shows the extent to which the covid-19 pandemic has negatively influenced the operations of the hotel sector. Thus, the consumables are basic elements required for effective service delivery in the hotel sector and as a result, low budgetary allocations for them could critically influence the quality of service provided by the hotels in the Ho Municipality.
- The study further found that a little over half (51.5%) of the respondents admitted to be facing a challenge of delaying in the release of money for the purchase of items for effective operations in their hotels. Such a challenge could explain the reason for the use of in-house professional development programmes by the hoteliers for their workers. This is because even though the hoteliers might have acknowledged the need for the professional development of their staff, they were a bit financially handicapped to engage external consultants at a fee to help build the technical capacities of their employees.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Summary of Major Findings

This section presents a summary of major findings of the study. The section is organised under the professional background of hotel workers, training programmes organised to boost the professional development of hotel workers, training needs of hotel workers, and operational challenges of hotel workers.

Professional background of hotel workers

1. The study found that the majority (63.5%) of the respondents had no academic specialisation in the hospitality industry.
2. From the study, the majority (65.5%) of the respondents denied receiving any professional training related to hospitality prior to their engagement in the sector. This could pose a major challenge to the quality of service and sustainability of the industry as most of the personnel engaged in the sector have to be trained to understand the industry.
3. The study found that the majority (68.5%) of the respondents admitted to securing their employment through the informal process (relationship with the owners or through recommendations from other persons).
4. Even though the majority (55%) of the respondents wanted to remain working with the hotel sector, quite significant proportion (45%) of them had a goal of wanting to switch to other professions to develop their career. The implication is that quite

significant proportion of the hotel workers in the Ho Municipality does not wish to build their professional career around the hotel sector.

Training programmes organised to boost professional development of hotel workers

1. The results showed that quite significant proportion (44.5%) of the hotel workers in the Ho Municipality had not participated in any training programmes to enhance their professional development. This is likely to affect the quality of service and the professional development of the workers in the sector.
2. According to the results of the survey, the majority of respondents (64.9 percent) said that the training programmes arranged by their employers were in-house. However, the majority (55%) of the beneficiaries preferred external training programmes.
3. All the workers who had participated in training programmes in the sector had their capacity improved in providing improved quality service. The implication is that training programmes have positive effect on the professional development and capacity building of workers in the hotel industry.
4. The study found that the training beneficiaries wanted the training programmes to be formalised to enable them obtain certificates for their participation.

Training needs of hotel workers

1. The study found that the hotel workers in the Ho Municipality had multiple technical weaknesses required to be addressed to boost their professional development and also improve the service quality standards in the industry. They included low self-confidence in serving foreign guests, lacking hotel administrative skills, lack of

certification to perform some tasks, and inability to prepare some continental cuisines.

2. Some of the training programmes required by the employees to address their technical weaknesses were professional training in hotel management, formal education in hotel administration, refresher programmes on continental cuisines, and organisation of language classes for English and French to enable workers communicate effectively with foreign guests.
3. The study found that whereas most of the training programmes were organised within one week by the employers, the workers largely preferred training programmes that could be organised for about a month to enable them to adequately build their technical capacities to deliver the quality of service as expected of them.

Operational challenges of hotel workers

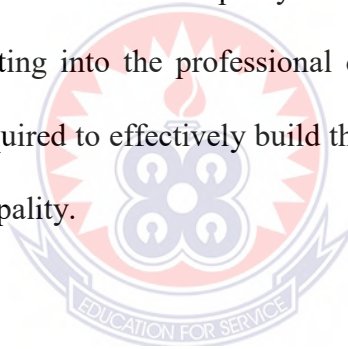
1. The study found that the majority (63%) of the respondents encountered a challenge with inadequate logistics to operate effectively. This is likely to affect the quality of service delivery of the workers in the hotel sector.
2. From the study, the majority (66.5%) of the respondents admitted to the feeling of insecurity in working with the hotel sector. Thus, the majority of the respondents feared they could lose their jobs at any point in time. This was largely attributed to the informal nature of engaging workers to work in the hotel sector.
3. The study found that the majority (67%) of the respondents admitted to be facing a challenge of increased workload due to low number of staff in their hotel setup.

6.2 Conclusions

Professional development is central to the growth and development of every industry. It helps to build the technical capacities of employees on the professional practices and tenets of the industry to ensure that the needed quality of service is maintained. Increased competition in the hotel sector has made it a sine qua non for the highest display of professionalism and service quality standards to attract guests and expand the market shares of hotel companies. Hotel companies in the Ho Municipality play a major role in cross-border trade between Ghana and Togo, and tourism sector. This raised serious concerns about the professional development of hotel workers in the Ho Municipality that could enable them perform such critical tasks to enhance the growth and development of the industry, hence, the assessment of the professional development needs of hotel workers in the Ho Municipality by the study.

Generally, most of the workers in the hotel sector in the Ho Municipality did not have academic specialisation in the industry and did not receive any professional training related to the industry prior to their engagement in the sector. This was partly because most of the workers in the sector were informally engaged through personal relationships rather than through professional engagement in the form of background and capacity assessments. As part of the efforts to improve the professional capacities of the hotel workers, the hoteliers provided some training programmes for the workers. These included training programmes on room designs, bed laying, towel folding, and cooking different dishes.

In as much as the training programmes had critical effects on the professional development of the workers in the hotel sector, the study further found that the workers still had some technical weaknesses, including lacking administrative skills, inability to prepare some continental cuisines, lacking professionalism for the hotel sector, lacking self-confidence in their lines of duty, and inability to communicate in English and French to enable them to communicate properly with foreign guests. Further, some of the workers faced challenges with inadequate logistics to operate effectively, increased workload due to low number of staff, and low budgetary allocations for consumables. The study, however, found that the covid-19 pandemic had critical influences on the finances and operations of the hotel sector in the Municipality. In a nutshell, even though the hoteliers had contributed by investing into the professional development of the workers, there were still more efforts required to effectively build the professional capacity of the hotel workers in the Ho Municipality.



6.3 Recommendations

Based on the major findings of the study, the following recommendations have been made to improve the professional development of hotel workers in the hotel industry in the Ho Municipality.

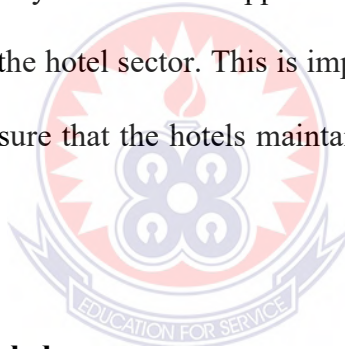
1. The study recommends that the Regional Association of Hoteliers in collaboration with the Regional Office of the Ghana Tourism Authority should engage the Ho Technical University to expand academic programmes on hotel administration and hospitality management. Such expansion could include developing certificate programmes for lower level staff in the hotel industry. This will help to increase the

production of persons with prior knowledge in the operations of the hotel sector that could help boost the professional capacity of workers in the hotel industry. In addition, such academic programmes could afford workers in the hotel industry to seek professional development programmes in the sector through academic programmes. This will help to encourage hotel workers to build their professional career around the sector. This recommendation could also help to reduce the cost for training newly recruits for the industry.

2. The study suggests that the hoteliers should adopt scientific processes to engage workers. This could be done by allowing prospective employees to undergo interviewing for recruitment. With this process, hoteliers could identify persons who are committed to work with the sector and would want to build their professional career around the sector. This will help to reduce the proportion of workers who switch or would want to switch to other sectors after gaining experience in the hotel sector, and the associated cost of training newly recruits.
3. The study recommends that the hoteliers should continue organising more training programmes to cover all the other employees to help build their technical capacities to improve quality of service. This is quintessential as the study found that all the participants for the training programmes benefited positively through their exposure to new ways of doing things in the sector.
4. The study recommends that the hoteliers through the regional association and in collaboration with the Regional Office of the Ghana Tourism Board should develop regular training programmes for the hotel workers. This will help reduce the cost of training programmes on individual hotel companies, provide the right conditions for effective training, and promote the standardisation of service quality in the industry.

Such training programmes could be organised in a formal environment and issued certificates for participants. In addition, such training programmes could be used to ascertain the common challenges such as the preparation of continental cuisines, basic language courses in English and French, that confront hotel workers in the Municipality and enable the association to provide corporate solutions for the sector. This was important as most of the workers preferred external sources of training programmes with certification to demonstrate their participation and ability to perform certain job tasks in the hotel industry.

5. The study suggests that the regional hoteliers' association in collaboration with the Ghana Tourism Authority should seek support from the Ghana Exim Bank to ensure the quick recovery of the hotel sector. This is important to avoid collapse of some of the hotels and also ensure that the hotels maintain their quality of service standards for guests.



6.4 Contribution to knowledge

This study makes it clear that most of the workers did not have academic specialisation in the industry and did not receive any professional training related to the industry prior to their engagement in the sector. Some of the training programmes organised for the workers were on room designs, bed laying, towel folding, and cooking different dishes. It was also indicated that the workers had some technical weaknesses, including lacking administrative skills, inability to prepare some continental cuisine, lacking professionalism for the hotel sector, and lacking self-confidence in their lines of duty.

6.5 Suggestion for further studies

The study suggests that further studies should be conducted into the impact of covid-19 on the operations of the hotel sector in the Ho Municipality. This is important to determine the extent of the impact the needed support required by the sector to enhance the recovery process.



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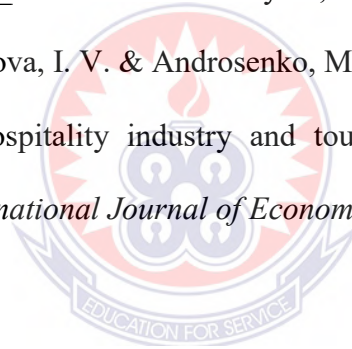
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APENDIX A

QUESTIONNAIRE ON PROFESSIONAL DEVELOPMENT NEEDS OF HOTEL WORKERS

Dear Sir/Madam,

I am Apakah Bella, a Master of Philosophy student of the University of Education, Winneba (Kumasi Campus). I am currently conducting a study on the assessment of professional development needs of hotel workers in the Ho Municipality. It aims at examining the professional background of hotel workers, the training programmes organised to boost the professional development of hotel workers, training needs of hotel workers, and the operational challenges of hotel workers. This is in partial fulfilment for the award of a Master of Philosophy degree at the University of Education, Winneba (Kumasi Campus). As a result, any information provided will be treated with the utmost confidentiality. You are kindly requested to spare me some 30 minutes of your time and provide answers to the following questions by checking the appropriate answers in the spaces provided. You are permitted to ask any question that bothers you or seek clarification on any issue or question before during and after the exercise. You are also at liberty to discontinue the engagement anytime you feel uncomfortable or become sensitive to the questions being asked. If you agree to participate in the study, please sign and provide date in the respective spaces provided below:

Signature:

Date:

Thank you

Section I: Professional background of hotel workers

1. Type of facility:
 - [1] Hotel
 - [2] Guest house
 - [3] Lodge
2. Gender:
 - [1] Male
 - [2] Female
3. Age (in years):
 - [1] Below 20
 - [2] 20 – 29
 - [3] 30 – 39
 - [4] 40 – 49
 - [5] 50 and above
4. Level of education:
 - [1] None
 - [2] Basic
 - [3] SHS
 - [4] Tertiary
5. Department of operation:
 - [1] Administration
 - [2] Transport
 - [3] Safety and Security
 - [4] Technical (electricians, plumbers, carpenters etc)
 - [5] Sanitary
 - [6] Restaurant
 - [7] Others (specify)
6. Academic specialisation:
 - [1] Hospitality
 - [2] Non-hospitality



7. Did you have any related professional training in hospitality before joining the industry?
 - [1] Yes
 - [2] No
8. If yes, please what are they?
 - [1] Apprenticeship
 - [2] Technical education
 - [3] Training courses
 - [4] Others (specify)
9. Job designation:
 - [1] Junior staff
 - [2] Senior staff
 - [3] Management staff
10. What are your professional development goals?
 - [1] To rise through the professional rungs to manage a facility
 - [2] Switch to other professions to develop my career
11. How did you get employed in the hotel industry?
 - [1] Formal process (applied, interviewed and recruited)
 - [2] Informal process (relationship with owner, someone's recommendation)
12. How many years have you worked in the hotel industry?
13. How willing are you to work in the hotel industry for the next five years?
 - [1] Very willing
 - [2] Willing
 - [3] Don't know
 - [4] Less willing
 - [5] Least willing
14. Please provide reasons for your answer above:
 - [1] Good remuneration
 - [2] I will be promoted
 - [3] It is my area of profession
 - [4] I enjoy working in the industry

- [5] Poor remuneration
- [6] I will leave for school
- [7] I don't want to build my professional career on the industry
- [8] No clear policies and strategies to develop the professional capacity of workers

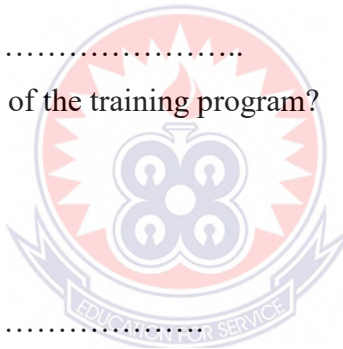
Section II: Training programmes organised to boost professional development of hotel workers

15. What training programmes have you participate as a hotel worker

- [1] None
- [2] Customer service
- [3] Quality of service
- [4] Hotel administration
- [5] Technical
- [6] Others (specify)

16. What was the duration of the training program?

- [1] Within one day
- [2] Within one week
- [3] Within one month
- [4] Others (specify)



17. Nature of the training program

- [1] In-house
- [2] External

18. Source of resource personnel

- [1] Internal
- [2] External

19. Who paid for the training program?

- [1] Self
- [2] Employer
- [3] Hotel Association
- [4] Ghana Tourism Authority
- [5] Others (specify)

20. How did your employer identify your training needs?
- [1] Don't know
 - [2] Interviewing
 - [3] Recommendations from employee performance appraisal
 - [4] Complaints from guests
 - [5] Others (specify)
21. What lessons did you learn from the training programmes?
- [1] Improved ways to attend to guests
 - [2] Improved administrative procedures
 - [3] Store management
 - [4] New security arrangements
 - [5] Preparation of different cuisines
 - [6] Others (specify)
22. To what extent has the training program boosted your professional development?
- [1] Very high
 - [2] High
 - [3] Don't know
 - [4] Low
 - [5] Very low
23. How satisfied are you with the training programmes?
- [1] Very satisfied
 - [2] Satisfied
 - [3] Don't know
 - [4] Less satisfied
 - [5] Least satisfied
24. Which areas of the training programmes do you think should be improved?
- [1] Training programmes should be based on the training needs of workers
 - [2] Duration should be extended for more engagements with resource persons
 - [3] Training programmes should be more formal
 - [4] Training program organisers should give certificates
 - [5] External resource persons should be used for training programmes



- [6] Training programmes should be financed by employers
- [7] Others (specify)

Section III: Training needs of hotel workers

25. What are your technical weaknesses in the performance of your duties?
- [1] Lack professionalism in my duties
 - [2] Lack hotel administrative skills
 - [3] Unable to prepare some continental cuisines
 - [4] Unable to communicate in English or French
 - [5] Others (specify)
26. What training programmes will you recommend to address your weaknesses?
- [1] Professional training program in hotel management
 - [2] Education in hotel administration
 - [3] Refresher programmes on continental cuisines
 - [4] Organise language classes for English or French
 - [5] Others (specify)
27. What form do you prefer the training program to be organised?
- [1] In-house
 - [2] External
 - [3] School
 - [4] Others (specify)
28. How long do you want the training program to last?
- [1] One day
 - [2] Within a week
 - [3] Within a month
 - [4] More than a month
29. How could such training program impact on your professional development?
- [1] Improve professionalism in hotel services
 - [2] Increase my administrative capacity in hotel management
 - [3] Increase my capacity to prepare continental cuisines
 - [4] Increase my communication skills

[5] Build my self-confidence

[6] Others (specify)

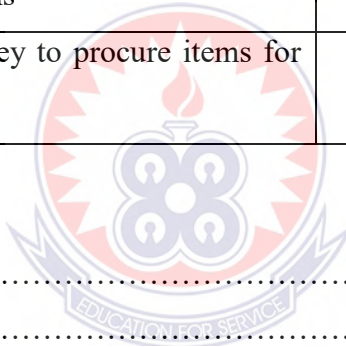
Section IV: Operational challenges of hotel workers

30. How do you agree to the following as operational challenges you face as a hotel worker? Using 1 = strongly agree, 2 = agree, 3 = don't know, 4 = disagree, and 5 = strongly disagree

Operational challenges	1	2	3	4	5
Inadequate logistics					
Feeling insecure					
Increased workload due to low number of staff					
Low budgetary allocations to acquire basic consumables for operations					
Delays in release of money to procure items for effective operations					

31. Any additional issue:

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Thank you