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FAILED HOTEL MANAGEMENT
(A CASE STUDY OF PRESIDENTIAL HOTEL, ENUGU)

BEING A PROJECT PRESENTED TO THE DEPARTMENT OF MANAGEMENT, FACULTY OF BUSINESS ADMINISTRATION, UNIVERSITY OF NIGERIA, ENUGU CAMPUS

BY

OKOSI VICTOR CHUMA
PG/MBA/93/18129

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION IN THE DEPARTMENT OF MANAGEMENT, UNIVERSITY OF NIGERIA, ENUGU CAMPUS.

JULY 1995
OKOSI, VICTOR CHUMA, a Postgraduate Student of the Department of Management with Registration No PG/MBA/93/18129, has satisfactorily completed the requirements for course and research work for the degree of Master of Business Administration in Management. The work embodied in this Thesis is original and has not been submitted in part or full for any other Diploma or Degree of this or any other University.

DR. U. P. EKWURUH
(SUPERVISOR)

DR. E. A. EMEKA
(HEAD OF DEPARTMENT)
DEDICATION

TO GOD, Who makes all things possible and to my parents.
This study investigates the management flaws and environmental factors threatening the survival of Government owned hotel and catering establishments in Enugu State. To elicit information and data necessary for the research, differently designed questionnaire and personal interviews were used.

The presidential hotel, Enugu was used as a case study while the entire staff of the hotel and some members of the public constituted the sample. From the analysis of the emergent data, the major managerial flaws and environmental factors affecting the operations of government hotels are:

1. Due to the mismanagement and gross inadequate allocation of revenue to the hotels, many facilities and equipment were grounded. The situation is so depleted that staff salaries were not regular. This diminished the standard and class of hotel, thereby reducing patronage enjoyed by it.

2. There was perceived increasing level of insecurity to persons within the state and most especially in hotels. A widely held belief that hotels promote prostitution and abet criminal activities was found to be a virulent factor which tarnish the image, lower the status and cast some doubts on the role of hotels.

3. Inadequacy of government regulatory functionaries to enforce standards in the industry and the non-challant attitude of the operators to maintain the clear operating standards already laid down.

4. Inadequate professionals with relevant qualification, to maintain international standards and ensure continuous status symbol and prestige as obtainable elsewhere in the civilized world.

5. Over centralization of authority in large spans of control and dual subordination or authority conflicts evident in government owned hotels also worsened their plight.

Consequent upon these findings, we recommend:

1. That the government restructures the hotels through proper staff selection, decentralization of authority, setting of clear objectives and most of all, proper allocation and management of funds, facilities and equipment.

2. There should be a tightening up of security throughout the country and especially in hotels.

3. The hotels should engage in image making activities such as public relations, advertising and social responsibility.
The hotel and catering industry is one of the world's oldest industries, and yet its relevance to the progress of man has not waned. In general, the industry takes care of the comfort and safety of the travelling public. Her fortunes of course fluctuated from time to time and in different parts of the world. However, today, in the face of growing woes all over the world, nations can hardly anymore allow any sector of her economy to be marginalised. This line of reasoning becomes even more pungent when such a sector is reputedly an important one.

In Onitsha, on July 21 1989, some hospitality establishments were attacked by some inhabitants of the city. They claimed that the hotels were acting as hideouts for call girls and criminals. This was not the first time, in Nigeria, that some hotels were vandalized by the public. Such attacks are certainly not conducive to the healthy development of our hospitality industry. Perhaps there are other factors also which either in themselves alone or in combination with others, also constitute a threat to the survival of the industry in Nigeria. These other militating factors appear to be managerial in nature. The faults could arise in the style of management used in running these hotels or in the application of certain managerial principles. This default could be what is locally referred to as the "Nigerian Factor" which is seen to be rampant/common in most federal parastatals or ministry.

It is in realization of this fact that the topic "Failures in Hotel Management" was chosen. Our aim is to identify and analyze all these factors which constitute a threat to the industry and proffer solutions to rectify these problems. The work is divided into two major parts.

The first part attempts to establish a theoretical base for the study. It includes a background report or overview of this industry, the nature of the problem, the review of related literature and the formulation of research questions.

The second part deals with the empirical evidence to support or disprove the research questions; to establish the link if any, between the identified factors and the problems of our hospitality industry in Enugu State. Solutions to these problems will be proffered in the concluding chapter. Although we are concerned with all the Nigerian Government owned hotels, for convenience we will primarily concentrate on Enugu metropolis.

It is hoped that our result will assist government and the industry at large to address the problems of the industry more effectively.
In carrying out this study, the researcher benefited from the assistance of a number of people. It is not possible though to mention all of them but there are some who really must be acknowledged.

Topping the list is my supervisor, Dr U. J. F. Ewurum whose keen interest on the project, dedication to work and good guidance (from inception to the end) was quite motivating. I am very grateful to him.

I am grateful to members of my family namely Sheila, Sophy, Ifeanyi and Nonso.

My Parents (Caroline and Victor) and my fiancee Miss Nonso Nzegwu.

My gratitude also extends to some of my friends namely Onyechi Mba, Tochukwu Amano, Fidelis Ojeh, Johnny Amadi, Nneka Anaemugu, Frances Akosa, Ifeoma Chukelu, Uche Akweke, Tony Harris-Eze, Nnedi Chukwudebe, Frank, Jabba Abdul and Florence Nwobu.

Lastly, I want to thank the entire staff of the Presidential Hotel Enugu for their cooperation and Messrs John Ebeleme and S. A. Akele for the typing of the project in the computer.

MAY GOD BLESS YOU ALL IMMENSELY

OKOSI VICTOR CHUMA
UNIVERSITY OF NIGERIA
ENUGU CAMPUS.
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A BEAUTIFUL HOTEL VIEW IN SOUTHERN GREECE, ATHENS.
PHOTOGRAPH BY LORD FITZGIBBON, 1969
CHAPTER ONE
INTRODUCTION

1.1. BACKGROUND TO THE INDUSTRY'S WORKFORCE

Next to survival, we find out that one of man's greatest need is recreation. It is often said that people who cannot find time for recreation are obliged sooner or later to find time for illness. The hotel and catering industry is one of the world's key industries. Relative to other industries, it is quite old. Paul Uturi (1973. P.S.) noted that the Greeks not only practiced it from early times but had written a book on cookery titled 'A Picus' between 4000 BC and 100 AD.

This does not come as a surprise because the industry has the most basic necessity of life which in the words of Donald Lundberg (1974, p.a.) is 'a respite for ceaseless competition, the pleasures of the table and the bed; a sanctuary for the weary and titillation for the bored or frustrated'. Nigeria can be seen as a country that is presently frustrated by its current economic recession. Hence the need to diversify our revenue source and be less dependent on oil has now become extremely urgent.

Since the end of the second world war, the United Kingdom which colonized Nigeria, has seen many important developments and changes in its society. In fact it becomes more depressing for us when we look back at the pre-independence era in Nigeria where we had almost the same living standards and infrastructure as was obtained in Great Britain. In fact majority of the developed countries have had considerable improvement in the standard of living of the vast majority of their working populace. These improvements have come about as a result of many different factors including greater national productivity, the improved welfare state, more enlightened management and pressure from trade unions. The contributions made by the hotel and catering industry to this general rise in standard of living are considerable and varied, providing essential and leisure services, employment and wealth creation. Tourism of which the hotel industry is a principal element, is now claimed to be the country's fastest growing industry and also one of the leading earners of foreign currency.

A major feature of technologically advanced societies is the need for business men, professionals, administrators and others to meet in order to obtain and exchange information through attendance at exhibitions, conferences and seminars.

The growth in this has been partially satisfied by the traditional hotel sector. The fact that millions of people eat meals at or near their places of work or study, rather than at home, would not be possible without hotels, restaurants, cafes, fast-food, take away establishments and 'in house' catering facilities.
Furthermore, the improved standard of living enjoyed by most people has resulted in many more ordinary people being able to enjoy a meal out for pleasure rather than necessity, and in spite of some reports hospital patients and school children, by and large enjoy a better standard of food than ever before, thanks to a more efficient and professional body of hoteliers.

Yet in spite of these improvements we find out that the hotel and catering industry in Nigeria is being faced with a lot of problems. One of such is that the conditions of employment of large numbers of the industry's staff have not even kept pace with those enjoyed by working people elsewhere. Admittedly at the top of the scale craftsmen, such as chefs who are in short supply, can command very high incomes, but at the other end of the scale kitchen porters, for example, may be lucky to earn a third of what they would earn for broadly similar work in many offices, factories and warehouses. It is of course assumed that some aspects of working in the hotel and catering industry are unattractive. There are the intrinsic problems which are unavoidable such as having to work evenings, weekends and bank holidays. Other problems, however can certainly be reduced or eliminated by determined management action which is lacking in the Nigerian situation. Such actions include unnecessary 'split shift' working, staff reliance on tips, ignorance of methods of calculating and distributing service charges and management reluctance to involve staff in matters that affect their working lives. This undoubtedly cause much of the industry's labour difficulties.

Today for example, many employers and managers expect their ordinary employees to be dedicated to their jobs, to have a 'vocational' attitude to their work, to sacrifice leisure time for pay that is not high by most standards or pay that often come in arrears in most government establishments. A situation termed 'Nigerian factor'.

This anomaly is not unique to hotel industries but is found as a discordant element in many organizations. These same employers and managers fail to recognize that their own motivation to work is usually completely different from that of their staff and thus the staff becomes less work oriented for various reasons. We find out that the relationship between the supervisory body and the government run hotels bring about conflict and abuse of the principle of unity of command and accountability. Conflict in authority in any organization brings about ill-feeling, confusion and ultimately anarchy. There is usually undue interference by the supervisory ministries and duties are being delegated without commensurate authority to discharge them. Other observed abnormalities would be in the areas of fund misappropriation, lack of maintenance of hotel facilities and debt deficits due to misuse of hotel fringe benefits by government officials and agencies. Another factor which could be termed 'exclusively Nigerian'.

We are moving into a different world. A world in which service industries are growing and tourism itself will become increasingly important as leisure time increases (ibid.). Leisure is bound to increase as a result of several different technological and social forces such as increased productivity arising from the 'micro-chip' revolution, earlier retirement and more paid holidays. Suppliers of leisure services are as seen in the provision of sports facilities, hotels, restaurants, bars and cultural centres.
This anticipated expansion in demand for tourist facilities is likely to be felt across the full range of leisure and hospitality industries. This demand will bring about a great influx of foreign currency and stability in any actively tourism oriented country.

It is about time Nigeria awakes and diversifies her source of foreign earning by re-activating the hotel and catering industry. An aid to our depleting oil revenue. This is a welcomed march towards development and economic growth.

1.2. A BRIEF HISTORY OF HOTEL PRESIDENTIAL

Hotel presidential was opened on 14th December, 1963. It is an exclusively Hilton designed five star Hotel with three floors and a room capacity of one hundred (100). Including single suites, double suites, executive and presidential suites. On completion it was named presidential hotel instead of Hilton hotel by the then eastern Nigeria government. However, it was originally managed by Hilton hotels international Sweden and a selected Nigerian body.

Hotel presidential is strategically located at independence layout in Enugu metropolis. In fact the entire 20km federal road which runs in front of the hotel was renamed presidential road. Both the hotel presidential and catering rest houses, now paramount or Ikenga hotels were never intended to be profit oriented. hotel presidential was actually meant to be a show piece and prestigious tourism project meant specially to cater for Head of States, government officials and other dignitaries. However after the civil war, due to the high cost of reactivating the war torn hotels, a loan was granted to hotel presidential by the industrial development bank. This had a drastic effect on management and changed the overall objective of the hotel into being a profit oriented hotel as one of its primary objectives.

'Presido' as it is fondly called marked its silver jubilee on December 10th-17th 1988. Notable to its silver jubilee celebration was the commissioning of a multi phased fountain system at the hotels car park.

Hotel presidential is a five star hotel and so in the international class of hotels it means that all types of hotel services should be offered. The major services offered by hotel presidential include food, drinks, laundry services; outside catering, banking services, Airline agency, boutiques and telecommunication services. Facilities offered in the hotel are casino, tennis courts, swimming pool, Nite club, conference hall, Auditorium, Cinema hall and a mini park with a petrol station.

Hotel presidential was at conception, the best hotel in eastern Nigeria. In recent years it seems the hotel has lost the grace it was known for.

A great set back to the tourism industry. This precedence should be curbed from its roots.
1.3. THE ORGANIZATION AND IT'S ENVIRONMENT

The hotel industry in Nigeria as in any other part of the world together with other industries operate within some environment. Indeed, as H.G. Hicks and C. Ray Gullet (1981, P. 58) put it,

'No organization exist in a vacuum it exists in association with many other organizations and with many individuals. This complex in which an organization exists is called it's environment'.

This environment can be micro or macro, what applies depends on the aspect of the organization that is being discussed. Economical, socio-cultural and the political setting, for example may constitute the macro, while considerations like personnel and finance may constitute the micro environment of the organization. To some proponents of this environmental view of organizations, such as Hubert (Hicks and C. Ray Gullet (1981, P. 96) the organization and its environment can be likened to an ecosystem.


According to this view by H.G. Hicks and C.R. Gullet (1981, P. 36),-

'An organization together with its environment constitutes an organizational ecosystem, or larger organization. The environment provides resources, opportunities and limitations for an organization'.

In normal life, every biological organism owes its survival to a successful relationship with or mutation in her environment. For a human organization also, the successful use of a mutation offers it the opportunity for its continued expansion or reproduction. As Joseph J. Manson (1972 P. 1) put it:-

'An unhappy end waits the enterprise which fails to adapt to the economic system in which the enterprise finds itself. If it fails to understand the rules of the game, it will wind up bankrupt'.

In other words, the fact of a close relationship between an organization and her environment is incontroversial. It is more than a casual relationship but rather a sort of perpetual give and take affair in which the organization is the weaker partner. Therefore, an enterprise dies when it fails to fulfill its own side of the bargain in this symbiosis.
The hotel and catering industry constitutes a defined group of enterprises. It is therefore subject to this organization - environment relationship. A major role played by the hotel industry is seen in its contribution to economic development. In some countries like Maldives and Bermuda, the hotel tourism sector has become their major source of foreign exchange. For as Marie Christine - Conte (1980, P. 42) and Frank Menning (1972 P. 160) noted, whereas the oil industry is an asset, the hotel tourism sector once well developed and managed, is an inexhaustible 'gold' mine - (Marie Christine - Conte).

Ben Caruthers (1974, P.11) believed that the construction of modern hotel facilities in the Kenyan Capital, Nairobi, at the port city of Mombasa and in and around the many fine national parks has helped that country to its prime position in Africa tourism.

In Turkey, the world bank report (1975, P.278) believed that the countries poor earnings from tourism was attributable to poor hotel and hotel facilities.

Chris Bryan (1980, P.28) in highlighting the importance of adequate investment in the hotel sector in Britain, added that:

'however effectively we may sell Britain to the British and the rest of the world, one thing is certain: a lack of good accommodation would prejudice that sales drive'.

This shows how important the hotel industry is. The industry is going to become even more important in the future especially in developing countries like Nigeria. This is because of the definite trend towards more education for the generality of the public for as Jerome J. Vallens et al (1968m P. 250), believed, for the U.S.A. better education will produce individuals with more discretionary income for leisure-time spending. Again he continued by saying that more education would mean more employment for married women who will now have less time to prepare meals at home thereby increasing the eating out habit of the people. According to Paul Uturi (1975, P.5) in addition to more education the general improvement in the standard of living and infrastructural facilities like electricity and water supply will further enhance hotel patronage. For Nigeria, the large population and the new emphasis on industrialization will increase our potentiality for trade and as such diverse interactions between Nigerians and Foreigners. The hotel and catering sector bestrides any success or failure in these interactory activities.

Apart from the rosy pictures, painted above, the hotel and catering industry does have its own share of problems. In the area of management, the ever present problems of personnel and financial management are certainly there. So also are the problems of proliferation of hotel and catering establishments and poor infrastructure - roads, water, light and communication systems. We also have the problem of lack of adequate control of the industry. According to Nwankwo Maduako (1968, P.73) for example, in the USA, this sector is well controlled. There, the city councils apply specific criteria such as concentration of other hotels in relation to hotel type and population before they can give approval for the building of a hotel in a particular locality.
In Nigeria, Nwankwo Maduako (1968, P. 73) noted that the only consideration given in many cases is 'the ability to build'. Sanni Ibraham (1974, P. 19) saw the lack of control from another angle - that of non classification of the hotels. He emphasized that there was no standard for such classifications in existence within the country.

He further stressed that:

'Any ramshackle structure with substandard facilities goes for an international hotel name and charges international tariffs without giving a truly international standard service'.

In addition to the above, Donald Lundberg (1974, P. 114) citing the case of a Michigan resort which had a more than 71% drop in sales revenue between 1929 and 1932 (the war years) asserted that the hospitality industry is highly vulnerable to changing environmental conditions. Here in Nigeria, we are in state of economic 'war' due to our rapidly depressing economy. These is massive unemployment with its attendant socio-environmental problems such as increased insecurity to life and property.

The high rate of inflation leaves most individuals with little or no disposable income. What in effect, could be the environmental factors that threaten the survival of this vital sector of any modern economy? This is part of the issue that this project is going to address.

1.4. STATEMENT OF THE PROBLEM

Any modern economy recognized the needs and contribution of the hotel and catering industry to its development. In recognition of this fact, the Federal government of Nigeria promulgated Decree No. 54, 1976, establishing the Nigerian tourist board, to give added pep to her tourism promoting effort. The Federal government further stated in section 7 of this decree that it was mandatory for all states in the federation to set up tourism committees whose major responsibility includes the development of hotels and allied facilities. To promote research in the field of tourism.

This stand by the government was reflected on the substantial allocation made to the hotel and catering sector in the fourth National development plan (1981 - 1985). From then till now a substantial allocation is made yearly by the Federal and State government to the hotel industry. In 1994 for instance, the Enugu State Government gave a substantive amount of $N=3 million to tourism sector. The amount was expected to renovate old government hotels such as Presidential Hotel. A major face lift of the hotel was put into motion by the then Governor of Enugu State.

The foregoing clearly shows that our governments appreciate the key role the industry is expected to play towards improving the economy. In fact in preparation for the world Cup '95, a large amount of money was spent both by the Federal and State Governments and private hotel owners.
Almost all classes of hotels were renovated in the entire federation. This was expected to earn large foreign exchange for the country. Unfortunately, the hotel industry has been experiencing a decline in past years, mainly due to:

1. It appears that there are some socio cultural misconceptions about the true roles of the hotel and catering establishment. The society perceives the industry in a different light. As a place for irresponsible people to go and lodge or as a hide out for free girls and dubious characters. This tends to reduce patronage.

2. On the other hand there appear to be some managerial problems in the style of management used in running these hotels and in the application of managerial principles to the detriment of the survival of the industry. These elements are part of what is now referred to the Nigerian factor which is rampant in most Federal Ministries parastatals. A proper analysis and study of all these variances will help in identifying, curbing and finding lasting solutions to these problems which may not only affect the hotel industry in particular but all other industries or ministries in general.

1.5 OBJECTIVES OF THE STUDY

The main objective of this study is to examine the major problems facing the hotel industry which constitute a threat to the survival and operational efficiency of other industry.

In particular the study will attempt to:

1. examine the flaws in management principles and methods used in government owned hotel and catering establishments and,

2. Examine the likely environmental factors threatening the survival of the industry.
1.6 SIGNIFICANCE OF THE STUDY

This study is considered significant because of the generally accepted fact of the importance of the hotel and catering sector to any modern economy. Besides, as Roger Derswell and Paul G. Gamble (1979, P.29) put it 'a hotel is a high fixed cost investment', thus bearing this in mind, investigations into factors affecting its health will be on the long run wise and beneficial to all. Furthermore, since this study may be one of the first of its kind, its findings will serve as an invaluable asset to future researchers. In specific terms, findings from the study will enrich our information bank on the hospitality sector, for the purpose of planning and management of at least some of the hotels and catering business here. Managers of such establishments can also benefit from the study in that they would now be aware of pitfalls which may affect them as identified by the research survey. This is in the area of managerial pitfalls which affect the industry.

On the side of the government, the study is significant as it may raise government awareness of the problems facing the industry. This view is supported by John W. Brink and Seth W. Morten (1981, P.36) had noted that because of the invisibility of service products, government planners do not often take into consideration the interests of service firms, in enunciating governmental policies and regulations. Brink and Morten thus, advised that service companies should make deliberate efforts to create government awareness of their problems. Such awareness can be created by such studies as this, so that our policy makers can be able to produce better fore sighted policies towards the hotel and catering industry. In the light of all the above reasons, this survey can be said to be quite significant to the development of Nigerian tourism.

1.7 RESEARCH QUESTIONS

In the light of the above stated problem and objectives of the study, the following research questions are proposed:

1. Is the present level of Government control and funding to hotels adequate? Does this militate against the service and growth of the industry?

2. Are hotel patrons sensitive to the prevailing insecurity to life and property within the hotels in their hotel going habit?

3. Does the hotel follow any laid down rule, procedure or policies in overall Management?

4. Are hotel workers properly motivated and involved in the making of policies and objectives?

5. Does the industry face problems of cultural hostility and inadequate manpower?
REFERENCES (CHAPTER ONE)


(7) H G. Hicks and C. Ray Gullet: Ibid, P. 97


(12) Christine Conte, Op. Cit., P.42


(20) Donald Lundberg, Op. Cit., P. 114


CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. THE BUSINESS ENVIRONMENT

A business is generally regarded as a human activity concerned with production of goods and services in an economy. (E.J. ETUK, 1985, P.1.). The ‘activity’ creates within itself an environment peculiar to itself while at the same time such an activity takes place within a larger environment. According to Hicks and Gullet (1981, P. 71) ‘elements’ of this environment are: persons, physical resources, climate, economic, market conditions, attitudes and laws. The approach of looking at the business enterprise from an environmental perspective has been termed, the environmental view of organizations by many authors. Herbert Hicks and R. Gullet (1981, P.94) are strong proponents of this view. They looked at organizational viability from what they called an ‘Ecological perspective.’ From this perspective, the various interrelationships between the organization and its environment were likened to the web of life.

Robert Trewatha and Gene Newport (1979, P.47) refer to this perspective as the systems macro-environmental approach to the study of organizations. According to them an organization is ‘an open system since it is subject to the outside forces of the environment’ looking at the illustration shown in Figure II below and which was culled from their text. It shows that the organization is a system which operates in a million of other systems or environments. In other words both the systems advocates and the environmentalists say that the enterprise and her environment are interdependent. The enterprise succeeds or fails to the extent that her activities are compatible with that of her internal and external environments.

Business usually is operated within some economic and political arrangements like capitalism, communism or socialism. Such an arrangement or system usually provides the ground rules for the business’s operations. Any business enterprise that is interested in her corporate survival must understand and work the rules to her advantage.

The Nigerian nation - a large political, social, cultural, economic and technological entity constitutes the Nigerian business environment. Business in Nigeria as Julius O. Onah (1985, P.144) put it is ‘as old as the country itself.’ According to a one-time united states Ambassador to Nigeria, Princeton Lyman (1987, P.7) He noted that ‘to a foreign investor, Nigeria presents at best an uncertain, and to many ..................to be Frank, a hostile climate.’

This is made more obvious with the recent upsurge of crime such as advance fee fraud commonly called 419. The effect of this type of environment in terms of inflow of foreign investment to our country is low foreign investment. Recently the American International bank withdrew its operations with over sixty Nigerian banks in November 1994 due to the harmful fraudulent and poor economic environment (Business times Mon. 5, 1995).
This affected the hotel and catering industry in the sense that foreign patronage was very low and such hotels could not generate foreign exchange. Other peculiar problems according to Nwankwo Maduako (1986, P. 73) facing the hotel industry are infrastructural problems of which the most acute is lack of good roads, telephone or telecommunication systems. P.U. Nwogu (1986, P. 34) noted that the near neglect and low priority ranking of the tourism sector for the more capital intensive sectors and gigantic schemes by the Nigerian economic planners. The result is that such areas as good physical planning which would have promoted tourism and the hotel industry, was not done. Thus our development in this sector as remarked by Ben Carruthers (1974 P. 4.) is much behind that of other African countries like Kenya and Ivory Coast.

P.U. Nwogu (1986, P. 34) also noted the negative social climate facing the hotel industry in Nigeria. This is shown by the apathy for outside recreation which has persisted among Nigerians for a long time. Therefore it can be said from all evidences that the Nigerian business environment is far from being conducive. To this end, it becomes necessary for us to examine more closely some of this sub environments viz. economic, social cultural and technological factors in relation to the hospitality industry.

2.1.1. THE POLITICAL AND LEGAL ENVIRONMENT

Every nation operates within certain political and legal entities. Different nations operate different political and legal systems which in turn affects all individuals and enterprises operating within that nation. In Nigeria, the political environment can be seen as a turbulent environment. If we recall the effect of the last democratic elections in Nigeria, we would see that at the time, all forms of economic activities were at a halt. The June 12 crisis was one of Nigeria's worst political crisis. The issues surrounding the annulment of the presidential elections led to a nation wide industrial action. This totally paralyzed all economic activities as all businesses closed their doors to business. The atmosphere then was that of complete chaos. Even as at now, Nigeria cannot claim to be free from the June 12 crisis, since the issues are not yet resolved and most enterprises have not been able to re-stabilize to their former business levels.

This is partly due to the disinterest of foreigners to engage in business with Nigerian enterprises because of the unstable political environment facing the nation. Which has led to a drastic decline in the patronage of the hotel and tourism industry.

The political environment of any country greatly affects the tourism industry, Fred Lawson (1976, P.1.) noted that Government policies in different parts of the world towards the industry, had greatly helped to shape it's future. In Nigeria for example, it was only in 1958 according to Chuma Ifedi (1973, P.23), after the international bank for reconstruction and Development had reported, (in 1954) that trade and investment are impeded by a shortage especially in the issue of desirable accommodation for business men and tourists. That the then Nigerian government declared hotel keeping a pioneer industry under the Industrial Development (income relief tax) ordinance of 1958.
This policy did not make much impact into remedying the situation as was highlighted by a study group of the African Development Bank in 1971. The study group according to Chuma Ifedii (1980, P.1) led to the establishment of the Nigerian tourist board, (formally inaugurated in September 1978) by the Nigerian tourist board decree No. 54 of 1976. Ever since, the Nigerian Government has not come out with clear cut policies that favour the hospitality sector. In Malta, for example, according to Jeremy Boissevan and Peter Serracino (1979, P. 278) here was a clear cut policy in their Fourth development plan as it applied to tourism

"To seek more tourists outside Britain, to concentrate on relatively high spenders, to increase hotel capacity and raise the quality of tourist services available."

The result was that the highest occupancy rates were recorded in three to five star hotels in Malta. The Nigerian Government however is only interested in patronizing a few hotels like the Sheraton Hotel and the Nicon Nuga Hilton which are both based in Abuja where the seat of government now lies. It is observed that these two hotels mostly generate their highest income when government host's political meetings like ECOWAS, OAU and ECOMOG meetings with other co-African countries. This shows that the government can really play an active role in promoting the image of the Nigerian tourist industry and hotels in particular rather than putting its efforts in only a selected few hotels. A more embracing policy which should cater for the industry at large should be formulated by the federal government. When this is put in place, the Government should also have its own check and balance machinery to ensure that government officials do not frustrate the good policies by taking undue advantage of government owned hotels and running up large debts for the Federal Government. As a measure in achieving this objective, the hotel and tourism board should classify hotels and set up quality standards which hotels should meet before being licensed to operate. In reference to the tourism impact comparison of Kenya and Tanzania, Ben Carruthers (1974, P.8.) noted that Kenya's success over Tanzania was due to the government policies which favoured the hotel and tourism sector. Next to the political environment is the legal requirements of the hotel industry. Business is affected generally by law, but the more relevant areas to business are the laws concerning contracts, sale of goods, agency, insurance, partnerships, companies and hire purchase. Such laws could be aimed at regulating or stabilizing the economy through the regulation of business activities. In Nigeria, the laws can apply as Acts or decree, for example is the Nigerian Enterprises promotion Decree of 1972 and 1977. According to T.A. Osondu (1986, P.68), 'No. 3' of this decree applies to the hotels and stipulates the following legal requirements for the hotel and catering industry.

(a) The liquor Act (Cap 105) of the federation (1958). This act requires a hotel proprietor to obtain a hotel liquor license which authorizes the sale of liquor other than trade spirits by retail.
(b) The provision also prohibits any holder of hotel license from turning his hotel into a brothel or resort for prostitution.

(c) A prohibition against allowing drunkenness or any riotous or quarrelsome conduct to take place upon the hotel premises.

(d) A provision requiring hotelier's to take reasonable care for the life, health and comfort of its hotel quests.

Other laws that do apply to the hotel and catering industry include the food and Drug laws. In Nigeria, this law is embodied in the food and Drug decree (1974) which prohibits sale of any article of food which is adulterated or made under insanitary conditions. Other laws like tax laws and service laws also apply to the industry. Luckily the recent value added tax does not apply to food items. However it is included in the service cost of most hoteliers.

From the foregoing we can see that the political and legal environment has very definite effect on the hotel industry. Nigerian in comparison to other well developed tourist African countries like Kenya is very backwards. Chuma Ifedi (1980, P.7.) lamented after a brief visit to Kenya saying that it dawned on him the visible potentials which Nigeria has over Kenya is far under utilized. We in Nigeria, need to do much better in ensuring that our political and legal climate fosters a viable hotel and tourism sector.

2.1.2 THE ECONOMIC AND TECHNOLOGICAL ENVIRONMENT

The economic and technological environments of any country forms the nerve centre of all its business activities. Unfortunately, the economic environment in Nigeria has not been favourable to business enterprises and the hotel industry. In Nigeria, the state of our economy since 1981 has been constantly depleting. Our external debts rose from =N=12.8 billion in 1981 to =N=21.2 billion in 1985, while debt service amounts, the payment of which was being defaulted, grew from =N=845.9 million in 1982 to =N=3.7 billion in 1985. The net effect was then that our credit rating fell as low as 15% in 1985. Thus this created a huge trade deficit and balance of payment problem. There is hardly any interest group in Nigeria which does not express overt worry and concern about the current state of the economy. The 1994 budget was a complete failure as was highlighted by the Okigbo panel. The report revealed that between 1988 and June 30 1994, the Federal Government spent recklessly =N=12.2 billion which was not reflected in the federal budgets. Thus, accountability was imprisoned by corruption without fair trial.

Due to the profligate style of the Federal Government, there is some fear in some quarters that the 1995 extra budgetary revenue accruing to it through the CBN intervention in the autonomous market might be squandered.
As people ponder over the issue and the 1995 ₦12.84 billion deficit financing, they wonder if the problem is with the clipper; or with the barber; or with the head itself. There is no doubt that the exchange rate problem is the "front burner" issue in the current 1995 state of economy. The value of the exchange rate represents an important measure of economic welfare for every Nigerian enterprise and the hotel sector in particular. The exchange rate is a symbol of economic strength for the nation. Consequently, no attempt at revamping the ailing economy can succeed if it fails to address the issue of strength and stability for the Naira. The Naira strength has dropped from ₦1.00 = 2.00 (1976) to ₦100.00 = $1.00 (January 1995) using the autonomous market exchange rate. This situation creates a serious bottle neck for all sectors and for the technological advancement of the country.

The hotel and catering industry worldwide has witnessed a lot of improvement and technological advancement in its operations. A five star hotel in Nigeria cannot compete in terms of technological innovations with a three star hotel in Paris.

Which is regarded as the glamour centre of the hotel and catering industry. The advancement can be seen in areas like cooking units, bakery, cleaning equipment, washing machines, telecommunication, facsimile and PABX systems, satellite, fire equipment, high frequency security gadgets etc. Just to mention a few. All these technologies have been greatly improved upon to give an added advantage to the hotel and tourism sector.

The tourism sector in Nigeria is far behind current innovations which will improve the quality of its services and rate our tourism potential higher in the international scale. The major reason for our setback is due to the poor state of the economy and the lack of favourable government policies towards tourism industry. Certainly if we as a country is interested in generating foreign exchange through the tourism industry then its about time we address the issues detrimental to the success of the industry. These include economic issues, technological issues, managerial issues, political issues and socio cultural issues.

2.1.3 THE SOCIO-CULTURAL ENVIRONMENT

Very often it is easier to appreciate the importance of the political, legal or economic environment to an organization. The socio-cultural environment is often the most difficult to appreciate. This is because, according to G.O. Olaore (1986, P.27), the social, cultural or psychological needs and expectations of the people usually involved are not necessarily obvious. These need to be ferreted out by research and analysis before they can be appropriately understood.

The society itself and the way it is structured as well as the different persons constituting it forms the core social environment of the organization. There is no doubt that the Hotel and Catering industry in Nigeria has been variously affected by our socio-cultural environment. According to P.O. Emeharole (1986, P. 48), "The great majority of what goes by the name hotel in this country are located in premises that were converted from residential accommodation or something else to a hotel premises".
It could be that this was due to the poor state of economy and lack of capital funds. Again when we look at the patronage of hotels in Nigeria we can say its very poor. For instance, the Igbo society holds feeding at home very high to the detriment of hotel patronage. In some communities, it is regarded as a taboo for married men or title holders to eat away from their homes. Such men should not even be seen near a hotel. The hotel was thus, from the perspective of the traditionalists, a sort of evil. A place for witches and wizards. The society also condemned the practice of single women visiting hotels. Such women are seen as prostitutes and should be secluded from the upright, moral and just society.

The Nigerian system is not alone in this cultural anti hotel attitudes. According to Donald Lundber (1974, P.6.) 'In large sections of the united states of America, restaurant keeping has not been held in high repute.' Again he continued, 'it wasn't long ago in some parts of the country that reputable families would not allow their daughters to work in hotels or restaurants.' In Malawi, Patrick Rivers (1974, P.16) reported that in response to perceived threat on morality, the government banned clothing like miniskirts and shorts. This is also seen in most Muslim nations like Saudi Arabia where liquor is not publicly sold. Another social factor which affects the industry is the high state of crimes reported in hotels. Most people see hotels as a living place for thieves and dubious characters. Hence they tend to stay away from hotels as much as possible. In an atmosphere of insecurity, the night life is adversely affected and this reduces the hotel patronage at night to a very minimal level. Whereas hotels are expected to make most of their profit at night (usually after working hours) the reverse is the case in most parts of the country. Enugu state for instance, and in fact Onitsha, its observed that the night activities come to a complete halt after 9:00 p.m. While in cities like central London we have those that run 24 hours, seven days a week. Yet they still do not meet up with demand. This practice is not unique to London but is seen in most developed countries like united states, Germany, France, Italy etc., just to mention a few.

In conclusion, we can see that the socio-cultural environment in which the hotel industry thrives, will go a long way in determining the success or failure of the hotel industry. So far, we have tried to look into one of the objectives of this research work which is to analyze and find out all the environmental factors which are militating directly or indirectly against the success and growth of the hotel and tourism industry in Nigeria. In the next sub chapters of the literature review we shall try to examine the managerial problems or defects in the Nigerian hotel management system. After which we will also look at the sources of conflict in the hotel industry and the methods of control or defects in the control mechanism of the industry. Lastly, we shall outline the importance of the hotel and catering industry to the economic and social development of the country.
2.2. THE PRINCIPLES AND IMPORTANCE OF ORGANIZATION FOR BALANCE OF AUTHORITY, POWER, RESPONSIBILITY AND ACCOUNTABILITY

'Organisation' has been considered in the management literature as one of the main managerial functions. Hicks and Gullet (1984) say organizing is usually the next function performed after planning.

Organizing is concerned with determining the specific activities that are necessary to accomplish the planned goals, grouping the activities into a logical pattern, framework or structure, assigning the activities to specific positions and people and finally providing means for co-ordinating the efforts of individuals and groups. Alvin Brown (1945) views organizing as a part which each member of an enterprise is expected to perform and the relations between such members, to the end that their concerted endeavour shall be most effective for the purpose of the enterprise.

The term organization, therefore can be viewed in a variety of ways. Thus organization is both a process and an entity. The process of organization includes all activities necessary for delineating organizational goals, assembling human and other resources, structuring work and authority relationships and adopting organizational responses to internal and external demands. It is an attempt at building and then continuously modifying in response to organizational climate, the structure of the organization (Lawrence 1973). The result of this dynamic process is the entity called an organization. Organization structure refers to the authority responsibility relationships among various hierarchical levels and person who perform different organizational tasks. It is designed to formalize work assignment, vertical and horizontal relationships and other duties.

Carzo and Yanouzas (1967) believe that both formal and informal organizations have existed in one form or the other since the dawn of history, and it is through the device of organization that man has produced the present level of science, technology and productivity. What has changed over the centuries is not the fact of organization but the form and characteristics of organization. For example, we have witnessed in the last decade the 'matrix' organization and the 'free form' organization. As to the general form of present and future organizations, the author subscribes to the view that organizations will continue to be hierarchical in nature and provide the framework for satisfying higher level human needs.

Perhaps the single most widely used concept of management is the concept of line and staff, but misunderstanding about this concept is one of the major sources of friction in organizations. As Koontz O'Donnell and Weihrich (1980) had put it, there is probably no other area of management which causes more difficulties, more friction and more loss of time and effectiveness. But despite the problems, line and staff remains a popular and useful managerial and organizational concept. Horizontal or departmental specialization itself can take many forms; namely functional product, geographical and matrix. The most common form of all these organizational designs is the functional structure.
When used at the top of the formal hierarchy, this organizational design allows each major function to report to the present, Hicks (1984) observes. In the presidential Hotel the structure is more or less functional, all the major functions of the hotel report to the General Manager and staff function exists at the upper levels. Perhaps, according to Peter Drucker (1975), what can help determine the kind of structure needed in a specific enterprise is 'activities analysis, decision analysis and relations analysis.'

Koontz O'Donnell and Weihrich (1980 P.333) on their own part in trying to analyze the managerial function of organizing, found it useful to provide answers to such questions as what determines the span of management and hence causes levels of organizations, what determines the basic framework of departmentation and what are the strengths and weaknesses in the basic forms? What determines whether activities should be assigned to a given department in this basic frame work? What kinds of authority relationships exist in organization? How should authority be dispersed throughout the organization structure and what determines the extent of this dispersion. By providing answers to these questions and relating them to the particular organization, in this case the Hotel presidential, will help to clarify the management problem as it concerns the organizational set up.

2.2.1. ORGANISATION LEVELS AND THE SPAN OF MANAGEMENT

While the reason for organizing is to make human cooperation effective, the cause of levels of organization is in the limitations of the span of management. Therefore, because there is a limit to the number of persons a manager can supervise, even though this limit varies depending on situations, the result is the existence of organization levels. Going further to answer the question, 'how wide a span?' Various opinions exist such as that of the prominent British Consultant, Lyndall Urwick (1995), who found the ideal number of subordinates for all superior authorities to be four; and at the lowest level where what is delegated is responsibility for the performance of specific tasks and not for the supervision of others, the number may be eight or twelve. Even an experienced military observer has stated that he believes the proper number to range between three and six, with three likely to be best, near the top of an organization and six near the bottom (Hamilton 1921, P.229).

However what should guide this principle depends upon one's ability, the job and basic factors that influence time demands. As can be seen from the organizational structure of hotel presidential in Appendix II.

2.2.2. BALANCE OF AUTHORITY POWER RESPONSIBILITY AND ACCOUNTABILITY

It is important to balance authority, power responsibility and accountability in any organization just as Hicks and Gullet (1984, P. 336) emphasized that 'Authority, power, responsibility and accountability at every point for every position and person in the organization must be balanced if a stable equilibrium is to be achieved and maintained.' The implication of an imbalanced setting of these factors is far reaching; suppose, authority or power exceeds accountability or responsibility, the extra authority and power may be used arbitrarily, capriciously or without adequate consideration of the effect on others.
This condition also may be unsatisfactory because people may fear the potential acts of the holder of excessive authority or power even if such authority or power is never used. (Hicks 1984 P. 357). In a Hotel setting with categories of departments like food and beverage, Administration, maintenance etc. having different authority and power can give rise to conflict. The clarification and balance of authority, power accountability and responsibility is very essential in this setting.

2.2.3. CENTRALIZATION AND DECENTRALIZATION

Hicks and Gullet (1984, P. 758) points out that centralization and decentralization refer to the degree of delegation of duties, power and authority to lower levels of an organization. No organization should be completely centralized and decentralized. Complete centralization would mean that subordinates have no duties, power or authority. Such an organization could not exist because as an organization it could accomplish nothing. So in centralization or decentralization we must talk about 'more or less' i.e. degrees rather than absolutes (Hicks 1984, P. 358). More centralization is desirable when top management wishes to exercise more direct control over organizational activities. In the hotel industry, more centralization in decision making particularly with the governing body may present some problems for the General Manager when it comes to running the hotel and disciplining staff.

On the other hand more decentralization is desirable when the organization wishes to improve member participation and greater involvement in decisions and conditions; persons at lower levels of the organization desire input to and control over many of the decisions facing them, persons at lower organization levels have the training and or expertise to solve problems themselves, all favour decentralization. This applies greatly to a place like the hotels where different categories of staff earnestly and continuously seek for autonomy in their own fields. Perhaps Federal decentralization will be most suitable. Peter Drucker rightly pointed out that Federal decentralization is fast becoming the norm for the large organizations (Drucker, 1975 P. 206). He went on further to say that to improve organization structure through the maximum of federal decentralization and through application of the principle of decentralization and through application of the principle of decentralization to functionally organized activities will, therefore, always improve performance (Drucker, 1975 P.206).

Although Koontz and O'Donnel (1980, P.441) feel that the concept of decentralization cannot mean autonomy, it implies establishment of policies to guide decision making along desired courses that it requires careful delegation of authority by managers who know how and what to delegate, and that not being an abdication of responsibility, it must be accompanied by control designed to ensure that delegated authority is used properly.

2.3. SYSTEMS THEORY APPLIED TO PLANNING AND MANAGEMENT BY OBJECTIVES (MBO)

It is the fact that management and planning are in three structural levels that brings in a consideration for the systems approach of management to the planning function. The systems approach in planning therefore calls for an integrated relationship of planned use of organization resources, at the various organizational levels, namely corporate, middle or
administrative, executive, and operative levels. Organizational planning via the systems approach is a team effort (Mockler, 1979, op. cit., P. 290) and it produces a network of planning between levels and units with a network of planning results, objectives, policies, programmes and rules. Therefore an essential task of management is the formulation, clarification and communication of objectives and purpose. Objectives are formulated at the corporate level in form of corporate planning. We also have strategies and tactical planning being done at the middle and lower management levels. Hence objectives exist in hierarchy according to their relative importance. The hierarchy begins at the top with broad, overall objectives and ends with those that are more specific. Objectives are arranged in this manner so that each sub-objective contributes to the achievement of its immediate higher objective. (Akpala Agwa, P.49). This brings us to the managerial concept of MBO.

According to George C. Odiorne (1965, P.55) who defined management by objective as 'a system wherein the superior and the subordinate managers of an organization jointly define its common goals, define each individual's major areas of responsibility in terms of results expected of him and use these measures as a guide for operating the units and assessing the contribution of each of its members for rewards.' It is a known fact that if this MBO principle is faithfully applied in Nigerian organizations, it will play very important roles in correcting the Nigerian management system. Such roles could be that:

1. It will serve for managers at their levels in organization to share with their respective higher or lower levels to jointly set organization, departmental, or unit objectives of the enterprise. Such joint action between the higher and lower managers in setting of objectives will lead to the managers commitment to the achievement of the objectives. The managers are likely to perform in a motivated manner that directly contributes to the achievement of the said objectives. (Quoted in Rober Kreetner 1980, p. 125). It will tend to reduce the syndrome of bad attitude to work among Nigerian Managers and employees.

2. It will serve as a principle of manage and let manage between the higher and lower managers. Hence managers at different levels will have the freedom to use the appropriate authority to implement actions to reach objectives without undue interference from superior officers who would be violating the principle of chain of command. This principle states that each member of an organization should be responsible to and receive instructions from only one boss, his immediate supervisor. (Akpala, P.66). Receiving instruction from more than one supervisor may result to confusion, lack of action, poor morale and conflict. Another way of stating the unity of command is the principle of single accountability (Filley and House 1959, P. 299) which states that a person should be accountable or answerable to only one superior for the performance of his tasks. It is claimed that such an arrangement ensures systematic control of the work of the subordinate.

3. Instead of overstretched interference by the higher levels of management and the exercise of excessive scrutiny over the lower managers, the objectives so set become the basis for assessing and rewarding the performance of managers.
W.J. Reddin (Management in Nigeria, Vol. 10, No. 1 1974, P., 21) has listed the benefits of the MBO to the subordinate, to the superior and to the organization. To the subordinate, it provides knowledge of what is expected of him, and provides for performance measurement and clarified authority and increased job satisfaction. To the superior, it is a dependable way of motivating subordinates, strengthens interpersonal relationships, provides a coaching framework and eliminates weak appraisal methods. To the organization, it induces managerial effectiveness as a central value, facilitates coordinated effort, provides objective reward criteria, identifies advancement potential and development needs, and facilitates change. After a thorough analysis of the Nigerian culture and its management philosophy, (Akpala 1991, P.213) feels that the most effective way of managing Nigerians will be through partner-like Autocracy in which MBO plays a vital role.

2.4 SOURCES OF CONFLICT IN HOTELS

Conflict can be viewed as disparity and disharmony which arises in organizations. It could arise as a result of various reasons such as disregard by superior officers of the principle of unity of command. This can bring about interpersonal conflict in organizations. Other internal characteristics inherent in the hotel industry can also foster conflict. (Thompson, 1969, P.519 and Corim, 1969, P. 507) recognize that interdependence, specialization and heterogeneity of personnel and levels of authority, all appear to be related positively to conflict. These often arise difficulties between groups claiming autonomy and the organization. This involves a clash between the aim of the different groups to control their own work and the aim of the organization to have an element of control over what goes on within its walls. This according to Stephen Green, 1974 P.88, has been styled professional or bureaucratic conflict. Caterers in the hotel industry, like professionals in other fields, have primary allegiance to professional status rather than to organizational status. Hence, the potential for professional-institutional goal conflict is present (Argiris, 1965, P.62, Bennis 1988).

Internally, the General Manager is continually faced with eruptions of personal or departmental conflicts. Interpersonal conflict is defined broadly to include both:

(a) Interpersonal disagreements over substantive issues, such as policies and practices. Modern management describes benefits which may arise from a reasonable amount of organizational and individual conflict (Etzioni, 1961, P.124-126) notes that indeed, confrontation is sometimes necessary in order to achieve overdue reforms. This prompts the question “how serious is conflicts observed at the hotel presidential?” and how does it affect the system?

(b) Interpersonal antagonisms.-This arises solely from differences between interdependent working staff. Both these sources of interpersonal conflicts are evident in hotel presidential.

Furthermore, we also have the hotel-client conflicts which arises poorly defined service goals. This seem to be increasing as lodgers of the hotel level charges of inefficiency and inattention to customer expectations of higher quality customer oriented service.
It is really difficult to talk of the importance of the hotel and catering industry in isolation of tourism. In reality, the points of contact between the two are so numerous that a clear separation of one from the other, even if it is necessary, is not always easy. (Obi and Obi 1981, P. 5) says tourism is hotel and hotel is tourism and should be a universally accepted aphorism. However for Bankong Obi (1986, P. 5) and V.C. Oleru (1986, P. 7) tourism is not exactly hotel, and hotel is not exactly tourism. According to Oleru 'many people had aligned tourism industry to consist mainly of hotelling and had consequently over emphasized hotel building in tourism programs. He outlined other tourism activities to include souvenir industries, parks, cattle ranches, springs and game reserves. By and large, however, he agreed that the separation between the hotel and tourist industry is not distinct. Thus the importance of one is synonymous with that of the other. Chris Ryan (1980, P. 28) in discussing tourism in Great Britain noted that no matter how 'effectively we may sell Britain to the British and the rest of the world, one thing is certain: a lack of good accommodation and good food would prejudice that sales drive.'

In terms of the importance of hotel industry to an economy we look at the World Bank report (1980, P. 121) on Turkey. The report pointed out that the level of earnings of the entire country can be associated with tourism and its endowed natural resources. Turkey is known to have a good stock of quality accommodation which it uses to generate foreign exchange. Chris Garuba (1988, P. 1) reported that today tourism is the largest single item in international trade with a turnover of 4 billion per day.

There are also several nations all over the world today which owe much of their fame in tourism to their hotels and hotel services. In some countries, even excellence in cookery was a major attraction. In Holland for example, David Hogarth (1989, P. 45) said of his voyage of Limeon, Om Zeeland:

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In Austria, and Switzerland where H. Robinson (1972, P. 385) said that these countries are noted for their good food, comfort and clean lines, their hotels pride themselves on their good cuisine and service. The same thing is applicable to France in which tourism is a major foreign exchange center. A visit of Paris will tell the tale.
In Africa, the examples of the importance of the industry is not lacking. In Senegal, referred to as a natural tourist leader in West Africa by Ben Carruthers (1974, P.8) that 'French oriented restaurants are among the best in West Africa.' For Tunisia, also a leader in African tourism, much of the success, according to Group Huit (1979, P.287), resulted from the development of 'gigantic, highly integrated tourist hotels providing accommodation, food services, recreational and entertainment facilities.' In Ivory Coast, Ben Carruthers (1974, P.9), observed that in addition to the availability of modern, comfortable hotel accommodations in the capital, Abidjan, there are also similar facilities in the interior towns like Mann and Bouaké. Such provisions earned the country the title of 'undisputed leader in building tourism from Europe to Africa' from Carruthers. The above successes is however not universal. Herbold R. Green (1979, P.80) for example did not feel Tanzania had done well in this field in spite of the similarity of endowment between her and Kenya. The reason being Kenya's greater resource allocation and policy support for tourism. Nigeria is also believed not to be doing well in tourism. Ben Carruthers (1974, P.10) noted that in Nigeria:

'The desire to visit has far outrun the facilities or tourist mindedness of the Nigerian authorities. Endowed with natural resources of incalculable value, the country's economic orientation has largely neglected tourism.'

P.U Nwogu (1986, P.34) pointed out that the Nigerian problem is traceable to our economic planners who hither to concentrated on capital intensive sectors and gigantic schemes tooth shear neglect and low priority ranking of the tourism sector.' The result of the neglect was that much of the infrastructure need for effective tourism are not well developed improvements in hotel facilities for example, are said to be very necessary.

According to the proponents of this view like Kayode Oluwamirin Balogun (1988, P.14), the problem of insufficient hotel accommodation and poor hotel facilities on which the tourism industry is dependent must be solved if the development of tourism is to be assured.' Echoing this view also, Chuma Ifedi (1973, P.23), said that part of our failure in the tourism sector is traceable to the low priority accorded hotels in our scheme of things. He further argued that our hotels, were as it were modelled to serve only internal social and business needs. Their importance are thus incidental and not due to any deliberate government policies. He advised a greater involvement of the Nigerian tourist association in the control of our hotel.

From the foregoing, it is apparent that even as, at present, the hospitality and tourism industry in Nigeria still have some problems. The political environment that has the responsibility for policy formulation and direction, has not yet addressed the problem adequately. This obviously deprives us of the huge benefits that are expected. We definitely have to address this problem seriously for as Major General Charles Ndiomu (1988, P.11) stated, the advantages of a well developed tourist industry for outweigh that of any other sector of the economy - including the oil and petroleum industry.
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2.6. CONTROL AND THE NIGERIAN HOTEL INDUSTRY

Controlling is one of the four key management functions of planning, organizing, directing and controlling. In any organization, good control is very fundamental to success if the organizations goal must be attained. Control, according to Henri H. Albers (1974, P.24) was defined as ‘verifying whether everything occurs in conformity with the plan adopted, the instructions issued and principles established’. Its purpose was ‘to find mistakes, correct them and prevent them in future,’ Henri Albers concluded. In the Nigerian hotel sector, most writers on the industry have mentioned lack of effective control of the operations of the industry as one of the key problem facing it. The following statement by Luke U. Ubani (1983, P.2) on the industry is typical. Ubani described it as:

A vast conglomeration of individual units spread throughout the nation. Each of the units or segment pursues its own individual objectives along an unparalleled line with little or no cohesion. The lack of cohesion and unity within the industry is so glaring that it impedes a common purpose and voice to represent its overall interest and bring about tangible changes in professional ethics. The aggregate effect of so many enterprises working in such a complete isolation without any kind of guidelines or a collective objective has given rise to a profused professional culture of mediocrity.

Other writers were less ‘global’ but more specific in their perception of the level of control in practice here. Toyin Falola (1984, P. 40) for example, blamed the managers of the Nigerian economy before independence, that is, the white colonial masters, of failing to control the emergence of prostitution as a major social vice before the 1920’s. Thus, the hotel industry here could have been spared the negative image it now has in the minds of many Nigerians due to their alleged harboring of call girls. S.N.C. Okpata (1986, P.33) advised a control of accommodation rates as well as the classification of hotels. On the issue of hotel classification, his views are also shared by Sanni Ibrahim (1982, P. 19) who complained that there are not even any standards for hotel classification here in Nigeria.

From a somewhat different perspective, S.O. Ajayi (1988, P. 20) and Nwankwo Maduako (1986, P.73) saw the problem as that of the proliferation of various shades of hotel and catering establishments all over the country. According to Maduako, ‘one of the problems in the hospitality industry in Nigeria is that there is no constituted authority to monitor the growth of the hotel industry’. In the view of S.O. Ajayi, ‘there is need to control indiscriminate opening of hotel and restaurant units as well as their standards operations,’ thus it can be seen that Ajayi’s views confirm Nwankwo Maduako’s diagnosis. Both Toyin Falola, Nwankwo Maduako and Sonny Ajayi’s views are in general agreement with Luke Ubani’s global picture of the problem viz. that the hotel and catering establishment in the country lack a common goal and that this is because they are so carried away by individual motives - mainly profit as S.O. Ajayi (1988, P.20) diagnosed it; that none is prepared to cooperate with the other for the overall interest and health of the hospitality industry. Under such an atmosphere, professionalism is expectedly thrown overboard, and the resultant effect is apparent confusion.
In reaction to this type of situation, Ukwu I. Ukwu (1971, P.6) in an address to the board of Directors of Phoenix hotels limited, as the then East Central State Commissioner for Trade and Industry, proposed an alternative approach to the problem of control of our hospitality industry, said he:

I would like to use this opportunity to reiterate a call I have made recently that the hotel industry in this country must establish a way of regulating themselves and should set down criteria for rating performances and allow a neutral body such as the Nigerian tourist association to apply these standards strictly in classifying hotels. I would strongly suggest that all reputable hoteliers in the state form themselves into an association for the purpose of mutual cooperation and maintenance and improvement of standards.

It does not seem that hoteliers had taken the commissioner's advice with the seriousness the situation deserves. If they had done so, perhaps, there would be much improvement now. This commissioner's suggestion, in the opinion of this writer, is certainly worth trying out. This is because it may no more be that safe to continue with the old ideas and practices because, as Luke Uduani (1983, P.3) pointed out while giving reasons for his suggestion that improved training for caterers will go a long way in improving the situation the masses will know their rights now due to the greater exposure to education of the populace.

Improved education for the caterers is also very much likely to enhance their appreciation of their true roles as caterers which Lother Nettecoven (1978, P.138) summarized thus, 'to increase the pleasure and well being of the tourists.' As for now, it is doubtful if the caterers actually know or appreciate their true roles, and if the masses know their rights, and if they know, how much they know and to what extent their knowledge affect the health of the hospitality industry in Nigeria? It is hoped that the pieces of information that is obtained from this research survey and the analysis of such information in the subsequent chapters, will help the researcher provide answers to most of the questions raised in this and the other proceeding sections.

2.7 SUMMARY OF LITERATURE REVIEW

Every organization/business is subject to the outside forces of the environment. The enterprise and her environment are interdependent and the extent to which an enterprise fails or succeeds depends on the environment. This notion justifies the researcher's second objective of finding out the likely environmental factors which affect the organization/hotel industry. The different constituents of the environment include the political, legal, economic, technological and socio-cultural.

In Nigeria, the political environment has been turbulent most especially if we consider recent political instability in the country since the June 12 crisis. This has led to very low patronage of the hotel industry. Besides, the government policies in Nigeria as shown by Chuma Ifedi (1973, p.23) did not give much support to the development of the industry. It was not until 1978 that the Nigeria tourist board was inaugurated.
The relevant legal areas affecting business are the laws concerning contracts, sale of goods, agency, insurance, partnerships, companies and hire purchase. Such laws regulate and stabilize the economy by monitoring business activities. We also have the food and drug decree of 1974 which prohibits the sale of any form of adulterated food or drink.

The economic and technological environments of a country, forms the nerve centre of all its business activities. Unfortunately, the Nigerian economy has been dwindling downwards since 1981. The Okigbo Panel (1994) revealed that the government recklessly spent N=12.2 billion outside the budget. The Naira value dropped from N=1.00 - $2.00 (1976) to N85 - $1.00 (1996). This and many more has created a stiff bottleneck in the industry.

In terms of technology, our hotels are very backwards except for a selected few such as NICON-NUGA Hilton Towers and Sheraton Hotels. This is mainly because such hotels are run by a separate entity who have been able to receive heavy patronage from the Government. Despite the part ownership of these hotels by the government, they are still able to generate a lot of income from the government. In other hotels there is a gross lack of quality services which hanges on technological advancement. Very often, it is easier to appreciate the importance of the political, legal or economic environment while the socio-cultural environment is the most difficult to appreciate. This is because according to G.O. Olare (1986, P.27) the social, cultural or psychological needs and expectations of the people usually involved are not necessarily obvious. They need to be ferreted out by research analysis before they can be well understood. In Nigeria our norms and culture can have adverse reactions on hotel patronage. Donald Lundberg (1974 P.6) pointed out that not only were people avoiding being seen in hotels, it went far as parents not wanting their children to work in hotels. The harsh socio cultural effect is not unique to Nigeria but is also evident in countries like Saudi-Arabia where even alcohol sales is prohibited in public places. Another socio cultural effect is the high level of insecurity in these hotels especially at night. In Onitsha, for instance there is a complete halt of all activities by 9.00 p.m. While in cities like Central London we have 24 hours run hotels and bars.

Hotel failure could also result from flaws in management principles applied in the hotels. Most organizations or enterprises are usually functionally hierarchical in design. Other forms of specialization could be by product, geographical location or matrix. The hotel presidential is functional in design as all major functions of the hotel report to the General Manager. The reason for organizing is to make human co-operation effective.

However the cause of levels of the organization is in the limitations of the span of management, i.e. 'How wide a span?' Lydall Warwick (1955) found the ideal number of subordinates per superior to be four. While at the lowest cadre where what is delegated is responsibility for the performance of tasks and not supervision, the number may range from 8-12. However, the guiding principle will depend on the workers ability, the job, and other basic factors which influence time demands.
Hicks and Gullet (1984, P.336) noted that it is important to balance authority, power, responsibility and accountability in any organization. The implication of an imbalanced setting is adverse because extra authority and power may be used arbitrarily, capriciously or without adequate consideration of the effect on others. In p.758 of Hicks and Gullet, they pointed out that no organization should be completely centralized or decentralized. Rather there was more advocates for a functionally decentralized system which must be accompanied by a control mechanism designed to ensure that delegated authority is used properly. The researcher also examined the application of systems theory to planning and management by objectives (MBO). The systems approach to planning calls for an integrated relationship of planned use of organizational levels namely corporate, middle or administrative, executive and operative levels. Therefore an essential task of management is the formulation, clarification and communication of objectives/purpose. According to George Odiorne (1965, P.55), if the MBO principle is faithfully applied in Nigerian organizations, it will play very vital important roles in correcting the Nigerian management system such as:

(1) It will allow managers share with their respective higher or lower levels to jointly set organizational, departmental or unit objectives.

(2) It will enforce the principle of manage and let management between higher and lower managers. However, Akpala (1991, P.213) feels that the most effective way of managing Nigerians will be through paternalistic Autocracy in which MBO plays a vital role. Furthermore, a look at the sources of conflict in Hotels recognizes that interdependence, specialization and heterogeneity of personnel and levels of authority, all appear to be related positively to conflict. According to Stephen Green (1974) caterers in the hotel industry, like professionals in other fields, have primary allegiance to professional status. Hence, the potential for professional/institutional goal conflict is present. While internally, the General Manager is continually faced with eruptions of personnel or departmental conflicts. The importance of the hotel and catering industry is obvious worldwide. Very many successes have been recorded e.g. in Senegal their French oriented restaurants rank as the very best in West Africa. Nigeria is believed not to be doing well in tourism as noted by P.I. Nwogu (1986, P.34) pointing out that the Nigerian problem is traceable to our economic planners who seem to concentrate on capital intensive sectors while neglecting low priority ranking of the tourism sector. Hence much of the infrastructure needed to develop tourism is lacking in the country.

Lastly, the researcher examined one of the key management functions which is controlling and it's application to the Nigerian hotel industry. It is noted that one of the key problems facing the industry is lack of effective control of the hotel operations. (Luke Ubani 1983, P.2). Each of the units/segments pursues its own individual objectives along an unparallel line with little or no cohesion. The lack of control is evident in the fact that prostitutes are allowed to visit hotel. Moreover, hotels of very low standards keep springing up every day. There is no clear cut standard for setting hotels or for providing services in the existing hotels. Ukwu I. Ukwu (1971, Y.G) strongly suggests that the hotel industry must establish a way of regulating themselves and set down criteria for rating performances by allowing a neutral body as the Nigerian tourist association or board to apply these standards strictly.
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<tr>
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CHAPTER THREE

RESEARCH METHODOLOGY

The method adopted for the collection and analysis of data used for this study is fully discussed in this chapter. The research operated on the premise that as appropriate research approach is one that fairly presents a valid and reliable result of the objective of the study (which is partly descriptive and partly analytical in nature).

It seeks to obtain information concerning the current status of the phenomenon being studied, i.e., the nature of the situation as it exists at the time of study. In order to obtain as much information as possible, data will be collected from both primary and secondary sources.

3.1 RESEARCH DESIGN

The research was carried out in a government-owned hotel with a capacity of 100 (one hundred) rooms. A complete survey was carried out of all the end users of the hotel. Ranging from the Management staff to visitors of the hotel.

For this purpose, three sets of questionnaire were drawn to cater for each of the three groups. This was necessary to gather a comprehensive package of the true position of things. The questions to both Management and guests incorporate those areas of elements which all marketing decision makers must of necessity consider in developing a marketing strategy. Going through the questionnaires, it will be seen that most of the questions center around the quality of service and marketing research. The reason is that since many of the services are performed on a one-to-one basis, it calls for personalized manner and a good understanding of human relations.

The questions were either multiple choice or dichotomous. This was to help respondents take less time in filling the questionnaires. The researcher found out that most respondents were not enthusiastic to answer open-ended questions although it was only few.

3.2 THE POPULATION AND SAMPLE

The sample of employees was made as representative as possible to cover all the arms of the hotel. The population consisted of the different components and departmental heads in the hotel. Each unit contains definite strata with a proportionate number of employees. Hence the researcher intends to use an exhaustive sampling technique where all the employees of the hotel will constitute the sample size.

At the time of the study, the hotel had a capacity of eighty-five (85) employees designated to different functions and departments. (see Appendix IB). The General Manager was interviewed structurally since there was an existing board of directors. Other top administrative heads such as the Administrative Officer, Front Office Manager, Internal Audit, Maintenance Director, Senior Accountant, House Keeper, Food and Beverage Manager were all interviewed. A random sample of Hotel customers and the general public was further used.
3.2.1 SAMPLE SIZE

(Determination using Gilbert Churchill Jnr's method):

Since a basic goal of any research work is to ensure a good degree of validity of the findings, the researcher decided to work with an estimate that will be within ±2 percentage points of the true position and to be 95% confident in the results, and to use a reasonable sample size. For this sample size, a method suggested by Gilbert Churchill Jnr. (1979, p.344) was used in the determination. The formula for this method is as shown below viz:

\[ n = \frac{Z^2 \cdot \pi(1-\pi)}{e^2} \]

Let \( \pi = \) Proportion of hotel patrons and potential patrons from neighbouring towns.

\[ r = \text{Relative precision desired} \]

\[ z = \text{Z value of desired level of confidence.} \]

\[ n = \text{Sample size.} \]

Then, \( n = \frac{Z^2 \cdot \pi(1-\pi)}{e^2} \)

From the discussion so far

\[ \pi = 48\% \text{ or } 0.48 \]

\[ z = (95\% \text{ or } 0.1) \text{ i.e. } 1.96 \]

\[ e = 0.1 \]

Substituting in (1) above.

From the calculation therefore, minimum sample size of 96 (Ninety six) is expected. The researcher therefore will cover all the employees of the hotel which are 86 in number and extend questionnaires to at least 100 hotel patrons. It is hoped that the quantity of questionnaires to be returned will be substantial enough to ensure more valid findings.

3.3 METHOD OF INVESTIGATION

This study was carried out by three broad methods namely: Preliminary surveys and investigation, personal interviews and the use of questionnaires. The preliminary survey were mainly exploratory in design. It involved the establishment of the facts leading to the mismanagement and fall in standard of the hotel services. It entails examining such places as the records office, accounts and operations department. The preliminary survey also included interviews with all the administrative heads and the General Manager. Moreso, an extensive research work was carried out in the libraries to look at earlier and similar research studies in the field.

3.3.1 SOURCES OF DATA

Since suitable data is the raw material of a good research investigation, efforts were made to collect up to date and useful data.
3.3.2 PRIMARY SOURCES
The primary source of the data consists of the responses from the questionnaires, the outcome of the interviews, personal observation and experience.

3.3.3 SECONDARY SOURCES
Books and other publications were effectively utilized. A review of related works both published and unpublished was done. The Records Unit provided a good source of material. In the early chapters, the researcher has fully discussed the situation as it exists in the Hotel Presidential and based on review of related works on the problem plus personal observations; questionnaires were then framed and administered to the hotel sample groups. The researcher constructed three sets of questionnaires for the following categories:

(i) Management staff
(ii) Employees
(iii) Hotel patrons.

The researcher administered the questionnaires personally to all three groups. Enough time was given for the collection of questionnaires. In chapters 4 and 5, the results will be presented, interpreted and analyzed to assist in finding out cogent reasons behind failed hotel management.

3.4 SCOPE OF THE STUDY
The study covers all government or state owned hotels when looked at from a wider perspective. It examines the problems facing these hotels and which has led to failures of such hotels. However, due to financial and time constraints, the researcher cannot possibly cover all these hotels. Hence it used one of such failed hotels as a model for the study. The scope therefore is limited to Hotel Presidential which was one of the foremost government owned hotels in Enugu State.

3.5 LIMITATION OF THE STUDY
The research work is faced with two major limitations namely:

(i) Financial Constraint
The researcher was faced with a lot of financial constraints due to the poor state of the economy. However, all efforts were made to ensure that the resources available were fully utilized to yield the best results.

(ii) Time Constraint
The researcher was also faced with time constraints.
CHAPTER THREE

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CHAPTER FOUR
PRESENTATION AND ANALYSIS OF DATA

4.1 QUESTIONNAIRE SURVEY DATA

In this chapter, the data extracted from the questionnaires as well as those from the on-
interview are presented and analyzed. The reporting approach adopted by the researcher
that recommended by Earl Babbie (1987, p523). In what he described as a general rule
good research reporting. He is of the opinion that the best approach is:

(1) Describe the purpose of presenting a table
(2) Present it
(3) Review and interpret the table.

In adopting this approach, one does so with a conviction that it would make for easier
understanding of the report. Copies of the questionnaire were distributed as follows among
the hotel components which constitute the sample. The distribution was based on
approximation of and in conformity with the number of components in the hotel.

TABLE 1
DISTRIBUTION OF QUESTIONNAIRES.

<table>
<thead>
<tr>
<th>CATEGORY OF HOTEL MAKE-UP</th>
<th>NO. SUBMITTED</th>
<th>NO. COLLECTED</th>
<th>NO. UNRETURNED</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager's Office</td>
<td>4</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Audit Dept.</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Accounts Dept.</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Admin. Dept.</td>
<td>4</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Maintenance Dept.</td>
<td>7</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Front Office</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Food &amp; Beverage Dept.</td>
<td>8</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Security Dept.</td>
<td>12</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Drivers</td>
<td>6</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Hotel Guests</td>
<td>40</td>
<td>35</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>94</td>
<td>85</td>
<td>9</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>100</td>
<td>90</td>
<td>9.5</td>
</tr>
</tbody>
</table>

From the table 94 copies of the questionnaire were distributed, 8.5 were collected and used
while 9 were not returned. This constitute about 9.5% of the total questionnaire. The final
analysis is therefore based on the 85 copies collected.
As already pointed out, three sets of questionnaires were drawn for management employees and hotel visitors. This was deliberately done to serve as a means of checking responses to questions which in the researchers opinion could be falsely answered a view to protect the hotels image. Hence most questions thrown to the management were also indirectly asked to the employees and visitors as a means of check and balance. believed that this will increase the validity of the responses. Therefore the three set questionnaire will be analyzed collectively in order to achieve a valid interpretation of the collected.

As earlier pointed out in chapter one, it is the researchers intention to examine the flaws in management principles and methods used in government owned hotels and secondly examine the likely environmental factors threatening the survival of the industry. In this and objective we shall start by examining the flaws in management principle as observed in Hotel Presidential. The researcher noted that one of the problems facing the hotel was centralization of authority/power with the hotel and tourist board. In the organizational structure of Hotel Presidential, the management was the apex authority. It had responsibility of deployment, decision making, and disciplining of all its employees. Authority flowed down from this level to the General Manager. 

However because the authority and power were so centralized with the board, on the decision making for quicker action was generally delayed. This affected mostly corporate decisions. The board met once in a while to deliberate and arrive at both corporate executive decisions. The respondents were asked to indicate at what level the decision making was always done and the result was as follows:-

Question 12(a) explored the problem.

<table>
<thead>
<tr>
<th>Response</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board</td>
<td>5</td>
<td>71.4%</td>
</tr>
<tr>
<td>The General Manager</td>
<td>2</td>
<td>28.5%</td>
</tr>
<tr>
<td>The Dept. Heads</td>
<td>-</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

From the above table, 5 out of 7 respondents i.e. 71.4% indicated that the board undertook decisions as concerned the hotel. While 2 out of 7, about 29% felt it was the General Manager. The respondents were further asked who had the authority to discipline erring employees in question 13(A).
From the above result it was very obvious that the board disciplined erring staff. It was observed as 6 out of the 7 management staff were of the opinion that discipline emanated from the board. This made controlling more difficult for the Chief Executive General Manager. The General Manager was seen as only being able to recommend plenary actions subject to the board's decision. Unfortunately, the decision of the board was not always forthcoming or came delayed and rendered ineffective. However, the Manager could use other indirect methods of discipline such as refusal to approve work, already carried out by staff or turn down staff's applications for casual leave. This acted as a disincentive to productivity, as the affected staff generally faked sick and long absence of sick leave. The measure was therefore counter-productive and its discontinuation doubtful.

The General Manager when interviewed emphasized on this issue especially in cases of long periods of suspension or termination are being recommended. Hence over concentration of major decisions of the board creates a bottleneck in taking decisions or in the solving of management's day-to-day problems in hotel industries.

Hotel Presidential like the rest of the civil service organizations is operated with little concern for cost effectiveness or profitability as the driving force. It was treated as a social obligation to the government to the community. As a result, no worthy goals are targeted as a matter of policy. The services were being treated as prestigious social outfits of the government to reflect its objectives. The only requirements being that such objectives be measurable, achievable and based on the needs of the community the hotels services.

In question 7(B), the respondents were asked who was responsible for setting schedule?

<table>
<thead>
<tr>
<th>Response</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board</td>
<td>6</td>
<td>90%</td>
</tr>
<tr>
<td>The General Manager</td>
<td>1</td>
<td>10%</td>
</tr>
<tr>
<td>The Dept. Heads</td>
<td>-</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>The General Manager</td>
<td>4</td>
<td>9.3</td>
</tr>
<tr>
<td>Admin. Officer</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Head of Dept.</td>
<td>35</td>
<td>81.3</td>
</tr>
<tr>
<td>Indicate</td>
<td>6</td>
<td>13.9</td>
</tr>
</tbody>
</table>
The above table showed that 81.3% of the respondents agree that their Heads of Department was responsible for setting working schedules. However, 13.9% indicated that no work objectives were set.

Even where they are vaguely spelt out, they were not strictly adhered to or followed during the normal course of business. It is of the researchers' view that effective performance goals and objectives if set, will help galvanize the working schedules and their implementation. Even if they were flexible in nature.

The last management flaw observed in the hotel had to do with the wide span of management and administrative overload which created ineffectiveness.

Question 4(A) - How many subordinates do you supervise?

<table>
<thead>
<tr>
<th>Response</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 - 10 and above</td>
<td>4</td>
<td>57.1%</td>
</tr>
<tr>
<td>3 - 5</td>
<td>2</td>
<td>28.5%</td>
</tr>
<tr>
<td>1 - 3</td>
<td>1</td>
<td>14.2%</td>
</tr>
</tbody>
</table>

From the above table it was clear to the researcher that 57.1% of sample size have wide span of management ranging between six to ten subordinates. To find out whether this constitutes a problem in supervision, the next question was asked (5A).

Question 5(A): Do you find it difficult supervising your subordinates?

<table>
<thead>
<tr>
<th>Response</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4</td>
<td>57.1%</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>42.9%</td>
</tr>
</tbody>
</table>

Again, 57.1% confirmed that they experienced difficulty in supervision. Although this was a narrow margin above the respondents who said otherwise. But from the interviews made with some respondents, those of them who manage to supervise large number of subordinates emphasized that they had to spend extra time and man hours in doing this, planning and overseeing in comparison to their lesser burdened colleagues who enjoy greater pay and more rewarding leisure time in the system.

Furthermore, personnel in a particular department received instructions from other Heads of Department other than theirs. This was observed in question 8(A).

Table 8 - Does personnel in your department receive instructions or duties from you alone?
From the above, it was clear that the personnel in a particular department could not receive instructions from other Heads of Department. Though they got such instructions mostly from the General Manager, this created a managerial flaw as the General Manager ought always to pass her instructions through the Heads of Department for proper co-ordination and supervision and also so as not to create a situation of dual sub-ordination. From observations, it was concluded that flawed managerial principles were prevalent in government owned hotels.

The researcher now went on to examine the environmental factors which affected the hotel.

In the next set of questions, the researcher examines the general state of security within the hotel environment and the hotel feasibility as a profitable going concern. The evaluation done in terms of time frame because security is best defined in terms of a time frame. Besides, the respondents will also be able to compare with past experiences.

Question 1(c): Are you a regular customer of the hotel?

<table>
<thead>
<tr>
<th>Response</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td>85.7%</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>14.3%</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>100%</td>
</tr>
</tbody>
</table>

As shown in table 8 above, 85.7% of the respondents indicated that they were regular customers of the hotel. Their responses therefore lend more credence to the research results. Most of the respondents were young adults who often patronized the hotel either to have drinks with their girl friends or to attend parties or the night club. They constituted a very active population of any society. To this group of respondents, they are very active during the evenings and in the night than during the day. If the night life activity of a hotel were disturbed and the customers were forced to go home earlier than usual, the hotel loses sales.

Night life is very important to hotel profits because the nights are relative to other periods of the day, the times when people relax after the day’s work. Thus Hotel Presidential patronage of customers of the hotel were disturbed and the customers were forced to go home earlier than usual, the hotel loses sales.
Question 14(c) sought to determine what factor mostly influenced hotel patron’s decision to call it a day at the hotel. The responses are presented below:

Table 9 - Factors affecting the decision of hotel patrons on time to go home at night.

<table>
<thead>
<tr>
<th>Reason</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Security</td>
<td>18</td>
<td>51.4%</td>
</tr>
<tr>
<td>(b) Activity going on</td>
<td>6</td>
<td>17.1%</td>
</tr>
<tr>
<td>(c) Availability of companionship</td>
<td>3</td>
<td>8.57%</td>
</tr>
<tr>
<td>(d) Purpose of the visit</td>
<td>8</td>
<td>22.9%</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>100%</td>
</tr>
</tbody>
</table>

From table 9 above, it could be seen that 51.4% of the respondents felt security was the most important consideration in a decision about the time to leave the hotel for home during the nights. Other reasons in decreasing order of importance were:

- The purpose of the visit - 22.9%
- The activity going on - 17.1%
- Availability of companionship - 8.57%

The weighting given to some of the reasons were expected e.g. one would expect somebody who had any special purpose for coming to the hotel to stay put till the end of his business. Again, there might be certain activities going on in the hotel at a particular period, that could actually influence people’s decision on the time to leave the hotel. It was however clear that considerations for the safety of individual and/or his property both within and outside the hotel premises was the most compelling factor on a decision about the time to leave the hotel for home especially in the nights.

The responses to question 15(c) further suggested that most respondents often leave hotels at earlier hours in recent times. The analysis of question 15(c) is shown in table 10 below:

Table 10 - Question: Do you as a habit often go home early at nights?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>25</td>
<td>71.4%</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>28.6%</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>100%</td>
</tr>
</tbody>
</table>

The responses shown on the above table clearly indicated that 71% of the hotel patrons today go home at an earlier time than say the pre-1978 period. The reason for this is that hotel...
patrons responded appropriately to perceived prevailing level of security within and outside the hotels in their hotel going habits. This showed that there was an air of insecurity prevailing which tends to confine people to their homes especially in the nights. Those who had business to do in hotels do not stay far into the night.

Therefore, hotel profitability to that extent is being affected. This funding tended to agree with the statement by K.O. Dike (1936, p.38) that "an air of prevailing insecurity disturbs the free flow of business".

On the issue of security, some of the measures suggested were the deployment of more security personnel both public and private. A strong case was made for the use of private professional security agencies. It was suggested that general police action be improved such as the use of more check points, more anti-robbery patrol teams, improved investigation panels, use of trained police dogs and community area surveillance teams. Finally, more training and incentives were advocated for the law enforcement agents.

Some of the actions sought by the hotel proponents on more government action included making more efforts to improve the economy, improvement in infrastructural facilities to the hotels, enforcing stricter discipline amongst the hoteliers and the arrest or punishment of criminals. On the roles of hotels themselves, there was a strong suggestion that hotels should adopt earlier closing times. Improvement in internal security systems like the use of walkie-talkies, telephone and telex systems and the provision of gate passes, were also suggested. Hoteliers were enjoined to report the presence of dubious characters in their premises to the police immediately and also monitor customers activities.

On control of hotels and hotel operations, there was a suggestion about the formation of a catering board. It was strongly suggested also that non standard hotels should be closed down while the remaining ones will be regularly inspected to ensure compliance to standards.

For prostitution, the actions suggested were tougher disciplinary action on call girls and designation of separate hotels for free women. Most of the above suggestions were in agreement with the views of many writers in this field, such as Harvey Burstein (1975, p.102), Toyin Falola (1984, p.40) and S.N.C. Opata (1986, p.33).

Table 11 aims at investigating the public evaluation of sanitation in the hotel.

Question 13(c) - In terms of neatness, hotels were rated as follows:

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very neat</td>
<td>3</td>
<td>9.09</td>
</tr>
<tr>
<td>Averagely neat</td>
<td>9</td>
<td>27.27</td>
</tr>
<tr>
<td>Untidy</td>
<td>21</td>
<td>63.6</td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>99.9</td>
</tr>
</tbody>
</table>
We can infer from the result that the respondents (63.6%) believed that Hotel Presidential's environment is very untidy. This asserts the ill financed nature of the hotel due to lack of facilities like water, light, telex and telecommunication. This led to question 4(c) - What do you consider the hotel to be?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellently financed</td>
<td>2</td>
<td>6.25</td>
</tr>
<tr>
<td>Averagely financed</td>
<td>5</td>
<td>15.6</td>
</tr>
<tr>
<td>Poorly financed</td>
<td>25</td>
<td>78.1</td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
<td></td>
</tr>
</tbody>
</table>

The issue of finance and liquidity was again repeated in Section A questionnaire which was for the management staff. The responses were as follows:

Question 23(A) - Does your department get sufficient funds to carry out its duties?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>100%</td>
</tr>
</tbody>
</table>

Question 24(A) - Does lack of funds impair your work?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

From the responses, it is seen that the major problem which led to the fall in standard of the hotel which lacked adequate funds to maintain the hotel facilities and even pay salaries. This was got from the responses to question 21(A) directed to management staff.

Question: Is payment of salaries regular?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>100%</td>
</tr>
</tbody>
</table>
Question 22: Do you consider your pay attractive compared to other civil service jobs and considering the extent of your job?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>3</td>
<td>40%</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>60%</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>100%</td>
</tr>
</tbody>
</table>

We also cross-examined this issue of finance and poor salaries with the staff in question 9(B).

Question: How do you consider your salary scale?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fair</td>
<td>3</td>
<td>6.97%</td>
</tr>
<tr>
<td>Poor</td>
<td>30</td>
<td>69.76%</td>
</tr>
<tr>
<td>Very Poor</td>
<td>10</td>
<td>23.25%</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>99.9%</td>
</tr>
</tbody>
</table>

Question 10(B): In your opinion, would you consider yourself poorly paid looking at the extent of your work and in comparison to other civil service jobs?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>91.02%</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>6.97%</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>99.99%</td>
</tr>
</tbody>
</table>

Question 19(B): Are your salaries paid on time?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>43</td>
<td>100%</td>
</tr>
</tbody>
</table>

Question 27(B) - What is the major problem facing the hotel industry?

Question 30(A) - What problems lead to the downfall of the hotel?
Most of the respondents both in the management and staff cadre admitted that the major problem which faced the hotel was lack of facilities and adequate finance. This has contributed immensely to the close down of many hotels.

As we can see 100% of the respondents complain of being poorly paid and not having their salaries paid on time. This was a major source of demotivation for all the workers.

The State government was not releasing funds due to the unnecessary bureaucratic manner of approval and fund disbursement. This was what most of the respondents agreed to when they were asked about which government policies affected the hotel in question 25(A) and 26(B) of the questionnaires. This poor state of finance led to the inadequate maintenance of the hotel facilities as seen in responses to questions 14 and 15(A).

Question: Does the hotel lack facilities and does that reduce the quality of service and growth?

TABLE 20

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>7</td>
<td>100%</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

This was cross-examined in the staff questionnaire on questions 17 and 18(B). There was a 100% affirmation that the hotel grossly lacked facilities. All the respondents agreed that this lack of facilities (such as hot water heaters, light, water, telex and telephones etc.) impaired their work and reduced the quality of their services. The situation was further worsened by the break-down of the single standby generator which the hotel had. The management complained of inadequate finance to be able to buy worn-out replacement parts or to carry out adequate service of the hotel's equipment. Hence there was consistent break-down of equipment and facilities which led to a gross reduction in patronage. It was therefore reasonable to conclude that the hotel needed to be adequately financed with its facilities or equipment being in place. This was because such problem degraded the public image of the hotel and robbed it of good patronage.

In question 17(C), another aspect of a possible internal environment - undesirable elements of a hotel is examined. The relevance of this 'environment' to the hotel is that its presence increases the risk of a hotel and also breeds the hostility of the neighbouring community to the hotel.

The hotel owing to this, might not only loose 'good' patrons but was also in danger of being affected either from within by the undesirable elements or from outside, by the hostile community or public evasion. From whichever angle one looked at the undesirable elements, their presence or the encouragement of them, in a hotel was inimical to the progress of the establishment.
Question 17(C), some people accuse the hotels of harbouring undesirable elements. Do you in your opinion agree with this?

### TABLE 21

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>35</td>
<td>83.33</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>16.66</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>99.99</td>
</tr>
</tbody>
</table>

This response was quite revealing. According to this table, only 16.6% of the people did not believe that our hotels harboured undesirable elements including the Presidential Hotel. The remaining 83.33% see the hotel as doing so. Perhaps it was this overall impression of hotels, as being rendezvous for questionable characters of the society that led to low patronage of such hotels. Most unfortunate was the fact that the hotels were dirty and patronized by prostitutes. This was evident in Hotel Presidential due to the fallen standards of the hotel.

Question 36(A) now sought from the management to know if they ask lodgers/visitors for identification before giving them rooms or allowing them to use other hotel facilities.

### TABLE 22

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>2</td>
<td>28.5</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>71.4</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>99.9</td>
</tr>
</tbody>
</table>

The response got showed that 99.9% of the management staff agreed that they did not ask visitors/lodgers for any form of identification. The implication of this was seen in the public perception of the hotel as hide outs or even outright training grounds for questionable characters.

In question 17(C), we saw that 83.33% responded in favour of the doubtful role of the hotel because of its collusion with questionable characters.

Going by the accounts of Toyin Falola (1984, p.50) on "prostitution in Ibadan, 1985 - 1990", this linking of hotels with undesirable elements and prostitutes has been a long standing issue.

In questions 31(A) and 20(B), the issue of prostitutes patronizing the hotel was asked.

### TABLE 23

(\( p \& e \))
We found out that 69.7% of the staff respondents agreed that the hotel was patronized by prostitutes in the past.

It was easy to recall a mob action at Onitsha on July 25, 1989 where hotels were indiscriminate of these undesirable elements and prostitutes. The result was outright violence and destruction of many hotels at Onitsha.

It is time our hotel outfits address this issue with the seriousness it deserved in order to assuage the negative image they portray to the public. Government should further increase the surveillance of our hotels and hotel activities to attract tourism. To this end, question 39(A) was asked.

Question: Which two of the following would you advocate as measures to tackle the poor image of the hotel?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Classify all hotels</td>
<td>4</td>
<td>57.1</td>
</tr>
<tr>
<td>(b) Employ better qualified staff</td>
<td>3</td>
<td>42.8</td>
</tr>
<tr>
<td>(c) Set more stringent standard for hotel business</td>
<td>7</td>
<td>99.9</td>
</tr>
</tbody>
</table>

From the summary, the two most preferred measures for tackling the poor image of the hotel are:

(a) Employment of better qualified staff.
(b) Set more stringent standards for hotel business.

This further supports the fact that "greater government surveillance of hotels has become a necessity. The question was asked in 33(A) - How many times has the hotel been renovated? To further buttress the issue of negligence it was agreed by all the respondents, that the hotel has only been renovated once in the last 30 years of its existence.

Question 34 - Do you advertise or undertake promotional activities to boost the hotel's image?

<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
<td>14.2</td>
</tr>
</tbody>
</table>
According to the returns from this question, we can see that the hotel hardly undertakes any form of advertisement possibly due to lack of funds. This may have in no small way, contributed to its low patronage.

From all these returns, it became clear that the environmental factors affecting the hotel include:

1. Socio-cultural hostility due to the belief that the hotel harboured undesirable elements and prostitutes.

2. Low level of insecurity but within and outside the hotel.

3. Low involvement in image building advertisements to enlighten the public about the true role of the hotel and its activities.

While the internal environmental factors consisted of:

1. Poorly equipped facilities and dirty environments.

2. Lack of funds and poor salaries of the workers.

In view of all these, questions 41(A) and 21(B) was asked:

- Suggest ways of improving the image of the hotel.

The suggestions were as follows:

1. There should be improved control of the operations of our hospitality establishments by the government and its agencies. In specific terms, they suggested among other things, the closure of any hotel that harboured undesirable elements, regular inspection of hotels, stricter conditions for hotel licensing and the classification of hotels.

2. The hotel should improve its image through advertisements while more information on the true roles of the hotel should be made available to the public.

3. Adequate release of funds to cater for the running of the hotel and proper maintenance of its facilities.

4. Better training of hotel personnel and additional staff incentive schemes. For instance, in question 11(B) where the staff was asked what fringe benefits does the hotel offer them. They all stated that it was only the exemption of service charges to staff. This was not adequate and was seen as an incentive due to the prevailing economic crisis. Most of the staff could not even afford a meal in the hotel. Hence they lacked motivation in the discharge of their duties.
In the suggestions made there was a strong recommendation for policies that lead to more job security and better pay for hotel staff. There was also a strong backing for use of only professionally qualified staff and also the use of professional Managers in the hotel. This view was in line with Luke Ubani (1983, p.3) described as remedy for his alleged professional culture of mediocrity among caterers in Nigeria. This coalescence of views simply widespread perception of the suggestions as remedies for some of the problems of Hotel Presidential. It can therefore be concluded that the suggestions are very relevant to redressing much of the problem facing the hotel.

Lastly, in question 19(c), the public opinion of the hotel industry being a reputable career for up-coming youths was sought. To this, responses from parents and hotel visitors were collected in relation to two questions.

The first being question 19(c):- What would you advise your child desiring a career in the hotel industry?

```
<table>
<thead>
<tr>
<th>Responses</th>
<th>No of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Not to take it up</td>
<td>25</td>
<td>71.4%</td>
</tr>
<tr>
<td>(ii) Accept, if it is only a girl</td>
<td>5</td>
<td>14.3%</td>
</tr>
<tr>
<td>(iii) Accept, only as a last resort</td>
<td>5</td>
<td>14.3%</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>100%</td>
</tr>
</tbody>
</table>
```

In the second part of the question the hotel career was ranked fourth while the agricultural, teaching and civil service jobs were preferred.

Various reasons were given by the respondents for their preference. Some respondents were ignorant of the true roles of the hotel industry. They believed it was not a place for their children to work in. They felt men who visit the hotels will tend to regard the female staff as possible past time girls. While some others were of the opinion that since questionable characters patronize the hotels it might influence their children into indulging in criminal practices. Other respondents said the hotel industry was not lucrative enough and should be avoided. This opinion was shared by 56% of the respondents. Again, this could be attributed to lack of finance and poor salaries.
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. SUMMARY
The main object of this research work was to examine the factors responsible for failed hotel management in a government owned hotel. To achieve this object we looked at the flaws in management principles and methods used at the hotel. Secondly, the environmental factors affecting the hotel industry were also identified.

Looking at the management flaws, it becomes desirable that many employees, especially the General Manager of the Hotel Presidential believes that because the Board interferes with the day-to-day running of the hotel, the various Heads of Departments and the General Manager often found themselves tied up with Board directives where it affects disciplining erring staff. This gave rise to the unhealthy dilution of authority and made it not commensurate to discharge responsibility effectively. So over centralization of authority and power with the Board caused management problems in government owned hotels.

The importance of a hotel having adequate facilities and funds could not be over emphasized. Either the budget is insufficient or the method of allocation of funds to the hotels was clumsy. The second management flaw lies in the organizational hierarchy of the hotel.

The General Manager and most especially the Heads of Department found themselves supervising about six to ten subordinates. It was also discovered that the delegation of duties was not effectively practised. This further worsened the situation, wide span of management could be allowed only where the ability and effective management already existed. However, in a hotel where the General Manager supposedly responsible for the overall administration of the hotel is over burdened with a wide span of management could not be an ideal situation. In other words, wide span of management yields ineffective supervision in hotels.

The last managerial flaw which was noticed in the hotel was the issue of dual subordination whereby a sub-ordinate receives instruction of duties from two or more superior officers. Or in situation whereby the General Manager directly gives instruction to lower offices and bypasses their Heads of Department. This tends to reduce the loyalty these officers should have for their Heads of Department.

While examining the second object of this study which is to identify the likely environment factors which led to the downfall of the hotel, we came up with the following observations:-

1. Security
The general state of security to life and property now in the State and Nation at large was found to be the most important factor determining the retiring time of hotel patrons especially when they patronize hotels in the nights when compared to what the practice was some five years ago. It was found that hotel patrons go home earlier now due to the fallen state of security nation-wide and most especially in public places.
2. **Inadequate Allocation of Revenue**

Due to the grossly inadequate allocation of revenue to the hotel, many facilities and equipment have been grounded. This led to the reduction in the facility or service being offered by the hotel. Hence it led to low patronage. Furthermore, staff salaries were not paid on time and the staff lacked adequate fringe benefits. All these factors were responsible for the demotivation to work being exhibited by the staff. Hence a major problem besetting the hotel was lack of hands and attractive working incentives for staff.

3. **Undesirable Elements**

This factor, from the analysis of result to question 17(c), shown in table 22, is found to be one of the most serious problems facing our hotel industry. By a vote of 83% in favour, the public claimed that our hotels harbour socially undesirable elements (including the Presidential Hotel). This harbouring of criminals was further proved in question 36(A), shown in table 22, where it was seen that the hotel administrators did not ask lodgers/visitors for identification as a matter of routine before giving them rooms or before allowing them to use hotel facilities. Hence all sorts of characters made their way to the hotel and this affected patronage.

4. **The Public Image of our hotels**

The hostility being given to the hotel industry by the public makes it derogatory. The hotel has a lot of work to do in order to improve its public image and create social acceptance to the public. The issue was made worse as in the case of Presidential Hotel, where in question 31(A) and question 20(B) as shown in table 23 that 69.7% of their staff confirmed that the hotel harbours prostitutes in the past.

This created a very bad public image for the hotel. Hence due to this prevailing situation, the public was quite uncertain about the true role of the hotel industry. This was a strong case against the industry. Hence the unsavory public actions against the hotels, for example the Onitsha mob action in 1989 can be justifiable.

5. **Control and our hospitality industry**

The issue of government control/inspection thought pertinent to the investigation because of a thinking that perhaps ineffective control of our hotels and hotel operations might have been instrumental to some of the problems confronting these establishment.

The returns on the question on this issue proved this line of thought right, this was shown by implication, by the results to question 41(A) and 21(B). In the responses, 90% of the respondents wanted greater government surveillance of our hotels. This verdict was in no way out of place considering the deteriorated standard of Hotel Presidential. There should exist a means of check and balances for proper development of the hotel industry in Nigeria.
6. Low Career/Professional Value:
It is observed that the hotel job in fact taking a derogatory value in the society, just as jobs such as being farmers or night soil men. However, in the hoteliers job it is far more derogatory to some of the public who saw girls working in such places as prostitutes and boys working there as irresponsible jiggles or potential criminals.

This factors from the analysis of results to question 19(C), shown in table 2 where 71.4% of the respondents did not want their children to take up a job in the hotel industry. However, 56% of them said it was because the industry paid their staff poorly and that it was not lucrative enough when compared to agriculture or civil service jobs.

Also consequent upon this, the industry cannot attract the best quality of human resources. (The core element of any organization) for the execution of its programmes. This inability created a vicious cycle for the industry in that since it could not attract only low quality manpower, this type of manpower produced low quality products and gives low quality services. This scenario then confirms as it were, the public perception of the industry as suitable only for 'mediocres.'

5.2 RECOMMENDATIONS AND CONCLUSION
Having identified and understood the reasons behind failed hotel management using the Presidential Hotel as a case study the study will be incomplete without making sound recommendations as follows:

(1) From the General Manager through to the entire staff of the hotels and the hotel industry should be selected on basis of sound professional education and experience. Managerial skills should be well applied as this calls for a complete structural reorganization of all government owned hotels.

(2) The hotels management board should decentralize some of its authority and allow the General Manager greater measure of authority that is commensurate with his responsibility. The duties of the administrative officers should be clearly defined so as not to over burden the General Manager. The hotel management board must therefore delegate appropriate responsibility with authority to all management staff of the hotel. Both the General Manager and the Administrative Officer could be elevated as Directors for more effectiveness.

The Administrative Officer who should take a very active role in the reorganization exercise must be managerially competent. These views were proffered by the father of management, Peter Drucker who warns that management is a specific work and as such requires specific skills.

(3) The next step is the establishment of performance targets not only at the corporate level but also at the departmental level. Each departmental goal must be in line with the broad corporate objective of the hotel.
The hotel management board should be more prudent in the management of its funds and in drawing up its budgets. The funds should be well allocated and made available to the hotels. A good check and balance machinery should be put in place to ensure that funds are not side tracked by personnel. The hotel should be profit oriented and managed. The Nigerian character in this respect should be eliminated. If funds are available, the facilities should be in place and be well maintained. This will improve the services of the industry, their public image and patronage.

In terms of improving the public image, the hotel should undertake positive oriented public enlightenment advertisement. This will orient the public on the true roles of the hotels and its services.

The security within the hotels should be very high and thorough. Visitors should identify themselves before entering the hotels. Prostitutes and criminals should be totally warded off anywhere around the vicinity of a reputable hotel. If this is not checked, such hotel will be fighting an endless image redemption battle. The federal government should check the present level of insecurity surrounding the state and the nation at large. Police check points and patrol vans should be put in place and given adequate communication facilities.

The hotels should have direct link with the police. In fact, there should be a police post in all 3-star hotels. This is presently absent in almost all government hotels. In advanced countries, leisure is a very important aspect of living. Hence leisure places such as hotels are very secured so that people will patronize them without fear or an unpleasant feeling of insecurity.

Finally, government should control all hotels and classify them. Laws should be set up to abolish low class or mushroom establishment from having licence and operating as hotels, especially in private sector. The government should control, check and undertake proper surveillance of all hotels and the industry at large. The government's efforts should be complemented by an association of hoteliers and caterers which should work in line with government objectives.

This association will, in addition to promoting discipline and standards among their members, play an active role in promoting profitability in their respective industry. The government should also review policies affecting the industry such as increased taxation or NEPA tariffs. Luckily, the Value Added Tax (VAT) does not apply to food and clothing. However, other policies should be re-examined to reflect a more benevolent environment.

A more determined effort by the federal government aimed at generating more employment opportunities for our youth is advocated. This will keep them off social ills such as prostitution and theft which seem to be the large group constituting the undesirable element who patronize our hotels.
A national campaign programme against such societal ills should be on the Television and radio most especially as it's not medically advisable to have such vices due to the killer AIDS decease which is a world wide saga.

In conclusion, we agree that management is important because every human organization requires effective management to be successful.

Hotels require good management most especially since they deal with customers and the public.

In support of this assertion reference is hereby made to the work of Sir S-Salmon’s lecture on the 28th October, 1976. He says: "Customers satisfaction begins not with the customer, but in the relations between those who manage and those who are managed, so one must start right from the top to ensure that company personal management is clear."

The survival of an enterprise depends on a large extent on the management and on the environment in which the organization exists (H.G. Hicks & Gullel - 1975).

Therefore it is of crucial importance and taking cognizance of the environment that good management style ought to be adopted for proper organization of the hotel industry. The human and physical factors should be well utilized, the skill and proficiency with which this is done will certainly turn the hotel around and make it once more a profitable venture.

5.3. **AREA OF FURTHER STUDY:**

The research is interested in examining the possibility of both government and non-government owned hotels having a central body which facilitates a sort of inter-hotel service exchange. Where distressed hotels could seek assistance from other hotels in terms of services, funds or technology transfer. Just as banks operate inter bank services through the Central bank of Nigeria (CBN), we can also have a similar design with the hotel and tourism industry.

In this system, credit instruments could be exchanged amongst hotels. This system will also put a check on mismanaged hotels. Defaulters of such a system will of course have their licences withdrawn. It is believed that if this area of study is fully researched upon, we could come up with a more viable system which will improve the growth of the industry and make it more viable.
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APPENDIX I (a) THE OLD ORGANIZATIONAL CHART AT INCEPTION IN 1963
(SEE APPENDIX I (b) FOR 1995 CHART)

HOTEL PRESIDENTIAL

Board of Directors

General Manager
  Chief Executive

Internal Audit

Admin. Officer

Financial Controller

Hotel Manager

Company Sec.

Personal Secretary

E.O. Admin

Senior Accountant

Chef

Dep. House K.

Service Mgr.

Assist. Int. Audit

Accountant

Accountant

Accountant

Chef

Dep. House K.

Service Mgr.

Assistant

Maintenance

Engr.

Duty Manager

Driver

Gardener

Supervisor

Cashier

Supervisor

Foreman

Supervisor

Manager

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GENERAL MANAGER
Chief Executive

SECRETARY TO
G.M.'s OFFICE

INTERNAL AUDIT

ADMINISTRATIVE OFFICER

FRONT OFFICE MANAGER

MAINTENANCE DIRECTOR
SENIOR ACCOUNTANT

MAINTENANCE FOREMAN
ACCOUNTANT CREDIT CONTROL

Purchasing Office

LAUNDRY MANAGER

SUPERVISOR
SUPERVISOR CASHIER

ROOM SUPERVISOR
LAUNDRY SUPERVISOR
SUPERVISORS

KITCHEN SUPERVISOR
DRIVERS
CLUB SUPERVISORS

FOOD & BEVERAGE MANAGER
HEAD DRIVER

HOUSE KEEPER
DEPUTY HOUSE KEEPER

SERVICE MANAGER
CHIEF

ASST. SERVICE MANAGER

SOURCE: OFFICE OF THE ADMIN. OFFICER, PRESIDENTIAL HOTEL, ENUGU.
Dear Sir/Madam,

These questions are designed to supply answers to research problems. This exercise is purely academic and answers given would be treated in strict confidence.

Kindly indicate your answer by marking a tick ( ) in the corresponding box or by filling on the appropriate answer.

Thank you.  (Answer where applicable).

(1) Name of department __________________________

(2) What is your position in the hotel? ________________

(3) As a Head of Unit, do you delegate duties?
   (a) Yes □   (b) No □   (c) At times □
   If Yes, to whom? ________________________________

(4) How many subordinates do you supervise directly?

   Name them:

(5) Do you find it difficult supervising or controlling your subordinates?
   (a) Yes □   (b) No □

(6) How do you relate to your colleagues?
   (a) very well □   (b) conflict-laden relationship □   (C) Indifferent □

(7) How do you relate to lower officers using the above options?
   (a) □   (b) □   (c) □

(8) Does the personnel in your department receive instructions/duties from you alone?
   (a) Yes □   (b) No □
If No, from whom can they also receive instructions or duties? indicate:

(9) Are workers in your department allowed to use the hotel facilities?
If Yes, which facilities do they use?

If No, give reason why they are not allowed to use the hotel facilities.

10) Does the hotel follow any laid down rules, regulation and policies in overall management?
(a) Yes ☐  (b) No ☐  (c) I do not know ☐

11) Who makes these rules?
(a) The government ☐
(b) The hotel and tourist board ☐
(c) The head of each unit ☐
(d) The General Manager ☐

12) At what level is the operative, executive, administrative and corporate decision making done?
(a) The hotel and tourist board ☐
(b) The General Manager ☐
(c) The Department Heads ☐

13) Who disciplines all or most erring staff:

14) Does the hotel lack facilities?
(a) Yes ☐  (b) No ☐

Name them __________________________
15) Does this lack of facilities reduce the quality of service and growth of the hotel?
   (a) Yes ☐ (b) No ☐

16) Do you improvise as concerns sundries?
   (a) Yes ☐ (b) No ☐ (c) Sometimes ☐
   Indicate: _____________________________

17) What motivates you to work?

18) What fringe benefits are offered in the hotel?

19) In your opinion is a major problem facing workers in your department?

20) Do certain categories of workers like chefs and stewards have a different salary scale than other workers?
   (a) Yes ☐ (b) No ☐

21) Is payment of salary regular? (a) Yes ☐ (b) No ☐

22) Do you consider your pay attractive compared to other civil service jobs and considering the extent of your job?
   (a) Yes ☐ (b) No ☐

23) Does your department always get sufficient funds to carry out its duties?
   (a) Yes ☐ (b) No ☐ (c) If no, why?

24) Does lack of funds impair your work?
   (a) Yes ☐ (b) No ☐

25) What government policies affect your hotel?

26) Does the hotel have a workers Union?
   (a) Yes ☐ (b) No ☐

27) What is the relationship of management with the union?
   (a) Cordial ☐ (b) Indifferent ☐ (c) ☐
26) Is the union a representative of a larger national union?
   (a) Yes □ (b) No □

29) Does the hotel have a security problem?
   (a) Yes □ (b) No □

30) What were the major problems which led to the downfall of the hotel in the past few years?

31) Do prostitutes come to the hotel?
   (a) Yes □ (b) No □

32) Has there been any industrial workers action in the past?
   (a) Yes □ (b) No □

33) How many times has the hotel been renovated?

34) Do you advertise or undertake promotional activities to boost the hotel's image?
   (a) Yes □ (b) No □

   If Yes, indicate with reference ______________________________

35) Do you run a short time lodging facility?
   (a) Yes □ (b) No □

   If No, did you in the past have such service?

36) Do you ask lodgers/visitors for identification before giving them rooms?
   (a) Yes □ (b) No □

37) What problem do you have with the state government's management style?

38) What in your opinion is a regular problem that lodgers often complain of?
39) Which two of the following would you advocate as measures to tackle the poor image of our hotels to the public? (Tick)
   (a) Classify all hotels   □
   (b) Employ better qualified staff   □
   (c) Set more stringent standards for hotel business   □

40) From your own point of view, the most acute problem of your hotel is
    (Tick as applicable)
   (a) People are ignorant about the task role of hotel   □
   (b) There is cultural hostility to the hotel idea   □
   (c) People do not have enough money to patronize hotels   □
   (d) People complain of insecurity at night   □
   (e) Any other (Indicate)   □

   (i) 
   (ii) 
   (iii) 

41) Suggest ways of improving the Hotel Presidential.
    (i) 
    (ii) 
    (iii)
SECTION B

(FOR GENERAL STAFF AND LODGERS)

Dear Sir/Madam,

These questions are designed to supply answers to research problems. This exercise is purely academic and answers given would be treated in strict confidence.

Kindly indicate your answer by marking a tick ( ) in the corresponding box or by filling in the appropriate answer.

Thank you. (Answer where applicable)

(1) Name of department

(2) What is your position in the hotel?

(3) As a head of unit, do you delegate duties? Specify

(4) Who is responsible for delegating these duties?

(5) Who supervises your job?

(6) Can you receive other duties from any other department apart from your department?
   (a) YES { }   (b) NO { }
   (a) If Yes, which department and who in that department can give you such a duty?
   (b) Specify examples of such duties

(7) Who is responsible for setting your working schedule?
   (a) General Manager { }   (b) Admin. Officer { }   (c) Your Head of Dept. { }   (d) Indicate

(8) What motivates you to work?

(9) How do you consider your salary scale
   (a) Good { }   (b) Fair { }   (c) Poor { }   (d) Very Poor { }

(10) In your own opinion, would you consider yourself poorly paid cooking at the extent of your work and in comparison to other civil service jobs?
    (a) YES { }   (b) NO { }


(11) What fringe benefits does the hotel offer you as a staff? State ____________________________

(12) Do you have a pension scheme?
   (a) YES ( ) (b) NO ( )

(13) Do you have an effective control system?
   (a) YES ( ) (b) NO ( )

(14) Do you consider your job at a disadvantage when compared to those in the kitchen such as Chefs or Stewards?
   (a) YES ( ) (b) NO ( )
   If Yes, why? ________________________________________________________________

(15) What in your opinion was responsible for the falling of the hotel's standard? _________________________________

(16) Have you ever had any internal labour dispute?
   (a) YES ( ) (b) NO ( ) Indicate: _____________________________________________

(17) Do you consider your union a strong representative of your problems?
   (a) YES ( ) (b) NO ( ) If NO, why? ___________________________________________

(18) Does the hotel lack equipment/facilities?
   (a) YES ( ) (b) NO ( )
   If Yes, indicate: ___________________________________________________________

(19) Does this lack of facility affect the quality of service given in the hotel?
   (a) YES ( ) (b) NO ( )

(20) Are salaries paid on time?
   (a) YES ( ) (b) NO ( )
   If No, what in your opinion is responsible for this ____________________________

(21) Do prostitutes patronize the hotel?
   (a) YES ( ) (b) NO ( ) (c) YES, but in the past ( )

(22) Who is responsible for disciplining you? ___________________________________________

(23) Who is responsible for promotion and termination? ___________________________________
(24) Have you ever witnessed a conflict or power tussle between heads of department or with GM.
(a) YES { }  (b) NO { }  
If YES, describe

(25) How do you judge the style of leadership of the head of your unit?
(a) Democratic { }  (b) Autocratic { }  (c) Non-chalant  
(d) Participative { }  

(26) Do you get satisfaction in your work?
(a) YES { }  (b) NO { }  
If NO, why?  
If YES, why?  

(27) What government policies have affected your job indirectly?  

(28) What in your opinion is the major problem facing the hotel?  

(29) Suggest ways of curbing these problems and improving the hotel services  

(30) Is Management or your Head of Department biased in dealing with staff problems?
(a) YES { }  (b) NO { }
SECTION C

(FOR GENERAL PUBLIC AND LODGERS)

1. Are you a regular customer of the hotel?
   (a) YES { }  (b) NO { }

2. What is your experience as a lodger?
   (a) Received efficient service { }
   (b) Carelessly treated { }
   (c) Abandoned { }

3. If your answer to 2 is (b) or (c), what in your opinion is the cause?

4. Looking at the hotel facilities, do you consider the hotel to be
   (a) Excellently financed { }
   (b) Averagely financed { }
   (c) Poorly financed { }

5. Kindly list the problems you had in the hotel
   (a)
   (b)

6. Does the hotel run short time services?

7. What makes you patronize the hotel?
   (a) Efficient service (b) Cheaper accommodation (c) Others: -------

8. Have you ever in recent years come across an advert promoting the image of the hotel either through the TV, radio or newspaper?  (a) YES { }  (b) NO { }
   If YES, indicate which medium and at what time you saw the advert.

9. Do you consider such an advert to be effective?  (a) YES { }  (b) NO { }
   If NO, what suggestions do you have?

10. Looking at the hotels security system, how will you rate the security?
    (a) Excellently security provided { }
    (b) Fair security provided { }
    (c) Poorly security provided { }
    (d) Security at owner's risk { }
(11) Does the hotel have a good telecommunication system such as fax, telephone, satellite, PABX etc. (a) YES {} (b) NO {} (c) Not all {}

If your answer is (c), indicate which facilities are lacking ........................................

(12) Are prostitutes allowed to patronize the hotel and solicit for customers? (a) YES {} (b) NO {}

(13) In terms of neatness, kindly rate the hotel (a) Very neat {} (b) Untidy {} (c) Dirty {}

(14) What is the most important factor that determine the time to go home while in a hotel at night, tick {} the correct factor.
(a) Security {}
(b) Activity going on {}
(c) Availability of companionship {}
(d) Purpose of visit {}

(15) Do you as a habit go home early at night? (a) YES {} (b) NO {}

(16) If Yes, this is because (a) It is more safe to go home early {} (b) You are a married man {} (c) You are a titled man {}

(17) Suggest 2 ways of improving the security system at hotels as follows:

........................................

(18) Some people accuse the hotels of harbouring undesirable elements of the society, do you think they do so? (a) YES {} (b) NO {}

If your answer to question 8 is YES, does that make you uncertain about the roles of our hotels? (a) YES {} (b) NO { }
If you are not a frequent patronizer of hotels, tick which two of the following reasons you feel has strongly contributed to this:

(a) They harbour prostitutes and dubious characters
(b) Due to their high charges
(c) They corrupt people’s moral

If any other, indicate: ____________________________________________________________

Rank the following jobs in accordance to your preference, assuming your child wants to take up one of the jobs. Rank the 1st and 2nd and 3rd choices you would prefer:

(a) Hotel job
(b) Civil service job
(c) Accounting job
(d) Teaching job
(e) Secretarial job
(f) General business

If you ranked the hotel job below the third position, you did so because (Tick).

(a) You do not consider the job as being a decent job
(b) You do not want your child to mix with the characters that visit the hotel
(c) You do not have in-depth knowledge about the job

What suggestions do you have to improve the hotel services and image: __________