Human Resource Issues in the Development of Tourism in Ghana: A Survey of Small/Medium Hotels in the Volta Region

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From a close developing country in which tourism was virtually unknown, Ghana has become a major player in the international tourism market since the country opened its doors to the outside world in the last decades. In the last decade, the tourism sector has become the third largest foreign exchange earner after gold and cocoa and it is anticipated that tourism will become the first foreign exchange by 2015. This has led to the formulation and implementation of a number of policies, in particular, in /the area of human resource management. Thus, the study sought to examine the impact of human resource management practices in hotels in Ghana using small and medium hotels focusing on management, employee perceptions about human resource issues in the development of tourism in Volta region. Result from the study indicated general lack of skilled personnel's in the hospitality industry and lack of hospitality institutions as hindering the availability of skilled personnel for the hospitality industry in Ghana.

Field of Research: Human Resource Management, Tourism Development

1. Introduction

Tourism, of which hotel and catering sector is a principal element, is becoming increasingly recognised as a valuable component of foreign exchange earner in most developing countries (Boella, 2000). In Ghana, since the early 1980s tourism has become a sector within the economy that has gained special attention because it is the third largest foreign exchange earner, behind cocoa and gold (Ghana Tourist Board, 2005).

The Government of Ghana in its recent economic development plans aims at making tourism its number one foreign exchange earner by the year 2015.As a consequence, the Ministry of Tourism with the assistance of the World Tourism Organisation (WTO) and United Nations Development Plan (UNDP) has developed 15-years Tourism Development Plan for Ghana with the intended objective of achieving growth and economic development within the tourism sector. Coupled with this has been the development of a human resource management plan aimed at streamlining and promoting quality of service within the tourism sector. The studies seek to examine the impact of human resource management issues in hotels in Ghana using small and medium hotels in Volta Region. It will examine the context of tourism development in Ghana and human resource management issues in the hospitality sector in Ghana focusing on management and employee perception about HR issues in small and medium hotels. The paper is organised in six sections. The second section discusses literature review. Section three discusses trends and

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pattern of tourism in Ghana. Section four discusses methodology. Section five discussion of findings. Section six discusses conclusion and limitations.

2. Literature Review

Human resource within an enterprise is seen as the single biggest cost of most hospitality enterprises around the world (Powell, 1999). To (Gonzalez, 2004) human resource should be seen as an investment rather than cost because it aims at improving the efficiency within the hospitality industry to achieve economic development within the economy. This stems from the importance of human resource development in sustaining a business enterprise (Bratton and Gold, 2003). Gonzalez argue that, the best practices of human resource management issues in the hospitality industry are employment and security, selective hiring, extensive training, performance appraisals, sharing and diffusion of information, incentives, which emphasises on promotion and development.

The management of this human resources and the role played by human resource specialists vary from employer to employer (Tanke, 2001). As a consequence, there is growing debate on what constitutes human resource development and the extent to which it has been adopted by the hospitality industry (Hughes and Julia, 2002). Mayer (2004) defines human resource management as the effective use of a business's most valuable resource, its employees. Mayer emphasises that, the valuable knowledge and function of employees form the core of any business operation having the right staff allocated for a selected position is the human resource manager's job. In addition, choosing effectively the most appropriate personnel is instrumental in forming a specific culture of a business. Moreover, she argue that, human resource issues are vital, because, it ensures that the organisation obtains and retains the skilled, committed and motivated workforce it needs. Rolan (2002) identifies human resource issues to involve the development of high performance work systems, which enhances flexibility and includes rigorous recruitment and selection procedures, performance-contingent, incentives, compensations systems, management development and training activities linked to the needs of the business. The best human resource practices are recruitment and selection from the right source, training and development (Hughes, 2002). This suggests that human resource management and planning is a set of interrelated policies with an ideological and philosophical underpinning (Spivack et al, 2007).The definition from Hughes is relevant to the current paper and will form the core definition of human resource management adopted in this study.

The Recruitment Process

The processes of recruitment and selection are closely linked (Powell, 1999). According to Powell both activities are directed towards obtaining suitable qualified employees and recruitment activities lay the groundwork for the selection process by providing the pool of applicants from whom the selector may choose. Recruiting the right people to fill the various job vacancies has been crucial to many organisations, including the hospitality industry, because recruitment has important implications for organisational performance (Bratton and Gold, 2006).

The recruitment process can have a significant impact on hospitality industries in the tourism sector, Bratton and Gold indicated that, there are two types of recruitment processes namely internal and external recruitments. The advantages and disadvantages of internal recruitment are presented in Table 1.

Table 1: Advantages and Disadvantages of internal recruitment

Types of internal recruitment	Advantages	Disadvantages
Self applicants	Inexpensive, quick. Motivational factor	Can be indirectly discriminatory. No new "talent" into organisation
Manager or Supervisor recommendations	Know applicant strengths and weaknesses/behaviour well.	Records of existing/acquired skills and experiences need constant updating.
Succession Planning	Training and development already in place therefore succession smoother.	Information may be subject to bias.

Source: Adapted from Beardwell and Holden (1994:201)
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Selection

Selection is a process by which managers use specific instruments to choose from a pool of applicants, a person or persons most likely to succeed in the job(s), given management goals and legal requirements (Bratton and Gold, 2003). There are various selection methods available to managers in the hospitality industry, but for the purpose of this study the researchers reviewed briefly six methods used in the hospitality industry. These are: (1) Interviews; (2) Application forms; (3) Group selection methods; (4) Presentations; (5) Assessment centres; (6) Personality assessments.

Training and Development

 Training is a planned process aimed at modifying attitudes, knowledge and/or skills through learning experience to achieve effective performance (Buckley et al,.2006). According to Buckley et al., the purpose of training in work situation is to develop the abilities of the individual and to satisfy the current and the future needs of the organisation. There are two main types of training: on-the-job training and off-the-job training. Whilst development is the general enhancement of growth of an individual's skills and abilities through unconscious learning, and an attempt to improve managerial effectiveness through a planned and deliberate learning process. There are a number of ways in which development takes place in the hospitality industry. These include: succession planning, job rotation; coaching, mentoring, management team development, projects, secondments, training, induction, performance appraisal, and reward systems (Boella 2000, Tanke, 2001).

Historical Backdrop to Tourism Development in Ghana

Ghana has diverse natural and unique historical resources which Volta Region is no exception. In a recent report by the (Ghana Tourist Board, 2005), Ghana's main tourist attractions are in the area of cultural tourism, historical heritage tourism, beach tourism, convention and event tourism and eco-tourism. However, it appears that various governments in Ghana have focused on eco-tourism due to the ever growing debate around the world on environmental conservation and its benefits to sustainable development within the country (GTB, 2005). According to World Conservation Union (WCU) (WCU, 1992), eco-tourism is an environmentally responsible travel visitation to relatively undisturbed natural areas in order to enjoy and appreciate nature and at the same time promoting the conservation of natural resources for the benefit of local communities.

In the mid 1990s, in response to the steady rise in the number of tourist arrivals in Ghana, the Government of Ghana under the auspices of the Ministry of Tourism, with the assistance of the united Nations Development Programme (UNDP) and the World Tourism Organisation (WTO), prepared a 15-years Tourism Development plan for the period 1995 to 2010, known as vision 2020.

Volta Region is endowed with lots of eco-tourism sites that are of interest to tourists. These sites provide the opportunities for eco-tourism activities such as fauna and flora viewing, watching the ramsar site rich in rare species in Ghana's rainforest, hiking in the mountainous areas, camping sites, village type accommodation and eco-lodges. Participating in traditional village celebrations and taking a canoe trip down the rivers, cultural tourism based on the slave route, European historic ties and kingship/chieftaincy. These activities have the potential to generate jobs (Hoff, 2004). The interaction of tourist with Ghanaians will facilitate cross-cultural exchanges (GTB).

Table 2 summarizes the positive and negative impacts to tourism on a country.

Table 2: Socio-cultural impact of tourism

Impact	Positive consequences	Negative impacts
Cultural	The tourist industry can help a country discover, or recover its national identity. Customs may be revived and monuments restored. New markets can be created for indigenous arts and crafts and presentations for song and dance, which can give a community new pride in its culture and added dynamism to the cultural landscape	Local people can be exploited in order to provide tourists with packaged amusement. Culture can become divorced from everyday life devaluated as a result. Much visited communities may see their traditions being adapted to suit visitors rather that their own needs.
Social	There is often improvement in the education and agricultural infrastructure of the community. Small and middle level industries increase to meet fresh needs.	Social imbalance, racial and communal tension can all emerge from the uprooting of villages, the influx of new residents and new forms of leisure consumption.

Source: Adapted from Archer and Cooper (1997:74)

Other benefits of eco-tourism to Ghana as such Volta Region, according to the Ghana Tourist Board, are economic support for the protection of the environment, which is experiencing loss of resources due to various forms of over-extraction and erosion.

The success of tourism in Ghana depends primarily on the ability of the tourism sector to cope with the increases in tourist arrivals in the country. To (Lindsay, 2005), given the labour intensive of the tourism and hospitality industries within the country, it is pertinent that human resources issues need to be addressed, as it will give hotels competitive advantage to encourage tourist to stay. This forms the focus of this study using small and medium Hotels in Volta Region. The main challenge facing tourism development in Ghana is lack of developed human resources, particularly personnel's and general skills of the local workforce (Van, 2006). According to Van achieving tourism development objectives in Ghana could promote sound utilisation of local suppliers and thus enhance not only their productivity but also inter-sectoral linkages. The slow growth in the tourism sector in Ghana is due to the negative market image, lack of best practice, trained personnel and poor human resource practices in the tourism sector (Ankomah and Crompton, 2005), and lack of employee experience, poor sanitation (Adjei and Gyamfi,2005). According to Adjei and Gyamfi the ability of Ghana's tourism sector to achieve its goal by 2015 depend largely on the quality and competence of the human resources in the tourism industries, since they form a key part in the delivery of the tourism products.

3. Trend and Patterns of Tourism in Ghana

Table 3 reports the number of tourist arrivals in Ghana and the estimated receipts for the period 1991-2007. Table 3 shows that tourist arrivals have increased at an average rate per annum during the period 1991-2007. Given that 172,464 million international tourists travelled worldwide between the period 1991 and 2007 and generated an estimated $1,562 million in receipts (Ghana Tourist Board Directory, 2008), this indicates a potential for making Ghana a great tourist destination.

Table 3: International Tourist Arrivals and Receipts for Ghana, 1991-2007

Year	Arrivals	Receipts (US$ million)
1991	172,464	117.70
1992	213,316	166.90
1993	256,680	205.62
1994	271,310	227.60
1995	286,000	233.20
1996	304,860	248.80
1997	325,438	265.59
1998	347,952	283.96
1999	372,653	304.12
2000	399,000	386.00
2001	438,833	447.83
2002	482,643	519.57
2003	530,827	602.80
2004	583,821	649.37
2007	1,062,000	1,562

Source: Ghana Board Directory (2008).

Table 4 reports visitor's arrival and projected arrivals for Ghana for the period 1996-2010. Table 4 shows that the proportion of holiday visitors rose from 38,000 (13.3 percent of total arrivals) in 2000. The proportion of holiday visitors is expected to rise to 534,000 by the end of the decade, representing 50.3 percent of total arrivals to

Ghana. This is a significant projected increase in the number of tourist arrivals in Ghana and demonstrates the need for the tourism and hospitality industries to develop strategies to meeting the increasing demand for services in the tourist sector.

Table 4: Visitor Arrivals and Projected Arrivals for Ghana 1996-2010

Type of visitors	1995	Percent	2000	Percent	2010	Percent
Business	139,000	48.6	177,000	44.4	302,000	28.4
Holiday	38,000	13.3	83,000	20.8	534,000	50.3
Others	109,000	38.1	139,000	34.8	226,000	27.3
Total Arrivals	286,000	100.0	399,000	100.0	1,062,000	100.0

Source: Ghana Tourist Board Directory(2008)

Trends in the demand for beds in 2-star and above hotels across regions in Ghana for the period 1995-2010 reported in Table 5 show that, with the exception of Greater Accra and Western Regions which indicate an expected dramatic decline in the demand for hotel beds, all other regions are expected to experience a modest rise in the demand for beds in two-star and above hotels. Volta Region is expected to see a tripling in the demand for beds from a low level of 2.9 percent of total demand in 1995 to a projected high of 20.3 percent of total demand by 2010.

Table 5: Demand for Beds in 2-Star & above Hotels by Region in Ghana, 1995-10

Region	1995	Percent	2000	Percent	2010	Percent
Greater Accra	2,000	58.5	3,000	52.0	4,100	36.1
Central	200	5.8	600	10.4	1,800	15.9
Western	350	10.2	450	7.8	900	7.9
Eastern	150	4.4	300	5.2	700	6.2
Volta	100	2.9	250	4.3	2,400	20.3
Ashanti	350	10.2	600	10.4	600	5.3
Brong Ahafo	50	1.5	100	1.7	500	4.4
Northern	100	2.9	250	4.3	500	4.4
Upper West	50	2.1	100	1.7	450	4.0
Upper East	70	1.5	100	1.7	400	3.5
Total	3,420	100.0	5,750	100.0	11,350	100.0

Source: Ghana Tourist Board Directory (2008)

4. Methodology

We decided to survey small/medium hotels in Volta Region. This choice was based on the observation that, Volta Region is one of the target regions for tourist destination where hospitality services are provided hence high levels of concern has been expressed regarding human resource management practices in the tourism sector to cope with the growing number of visitors arriving in the region. The hotel sector in Volta Region is widely differentiated with mainly small, medium and budget hotels. Although human resource management practices are indispensable in enhancing organizational performance and competitive advantage (Becker & Huselid, 1998), surprisingly an inadequate number of studies have been conducted in this area so far in Volta Region Adams et al, 2004). There is the need for research into HR practices in small/medium hotels in the region. Thus, the present study aimed at filling the existing research gap. This study would contribute to better theory and practice of HRM. The research findings would help the small and medium hotels sector in Ghana in realizing the status of their HRM practices. It would also help them improve their HRM practices towards creating a sustainable tourism development. The research findings would be useful for policy makers, researchers and academicians in recognizing the need for best HR M practices in a developing country such as Ghana.

The data on the human resource management and tourism development in Volta Region were collected largely through qualitative and quantitative methods. These methodologies are not necessarily polar opposites and that they can be used together to provide such information that could not be obtained by using either approach (Corbin et al, 1998). The human resource managers, frontline managers and hotel owners were interviewed. The rationale for using the qualitative approach primarily was that the study involved identifying and exploring a number of factors that give insights into and explains the nature of issues facing the tourism sector in Volta Region. Semi-structured elite-interview was held involving the human resource managers, managers and hotel owners in all the hotels. A total of six managers were interviewed in medium hotels and four in small hotels. The structured elite interviews provided a means for comparing the finding from various interviewees and thereby drawing precise conclusion in the final analysis (Marshall and Rossman, 1999). To make research more accurate in terms of the research method used, there is the need to gather primarily information from different sources (Yars, 2002).Based on Yars argument, at least two or more sources of information must be used when conducting research. In this case, information about an organisation could be gathered from the organisation itself, for example, the human resource manager, from individual employees in the organisation or hotel owners. Questionnaire was administered to employees within the hotels. Open-ended and close questions were developed in order to avoid bias in the results and also to ensure clarity of issues. This approach also helped to evaluate and interpret the results and probe the interviewees' responses further.

The sample size studied was 350 employees from all the hotels. For the medium hotels 200 employees were selected and for the small hotels 150 employees were selected. Various established approaches are used in determining sample size such as using a census in case of small population, imitating a sample size of analogous studies, using published tables, and using formulas to calculate a sample size

(Israel, 2003). For the present study, imitating a sample size of analogous studies method was used in the determination of sample size.

A Survey of 8 Small and Medium Hotels in Volta Region

Hotel A is a 3 star hotel with 85 rooms, located in southern part of Volta Region. It stays open all year round.

The Human Resource manager and the General Manager were interviewed.
They agreed that the human resource practice in hotel conforms to the lay down procedures spelt out in labour Act 2003 in Ghana.

Hotel B is also a 3 star hotel with 120 rooms located in Ho the capital of Volta Region. It stays open all year round. The Human Resource Manager and General Manager were interviewed and they agreed that, their objective is to adopt best human resource practices best to enable the employees to provide services to meet international standard.

Hotel C is a 3 star hotel with 72 rooms in southern Volta. Its organization is simple The Human resource manager and the General Manager was interviewed on Human resource practices, when interviewed they also agreed that, the main objective of the hotel is to recruit and select the best employees to empower them so that they can deliver quality service.

Hotel D is a 2 star hotel with 32 rooms. Its organizations are simple only managed by the owner and the son.

Hotel E is a 2 star hotel with37 rooms also managed by the owner

Hotel F 2 star hotel with 36 rooms managed by the owner

Hotel G is 2 star hotels with 32 rooms and managed by husband and wife
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Hotel H is 2 stars with 32 rooms managed by the owner

5. Discussion of Findings

Managerial Perceptions: Recruitment and Selection Policy and Practices in Medium Hotels

The goal set out in the recruitment and selection policy of medium hotels is to recruit the best staff for the job in order to render excellent services to visitors. The recruitment and selection policies of small and medium hotels also adhered to the rules and regulation underlying the recruitment laws in Ghana, which emphasize equal opportunity, avoidance of gender discrimination and fair treatment for all.

Recruitment

Results from the survey revealed that, in three star hotels, the recruitment of staff is undertaken by the Human resource department and frontline managers within the

hotels. There are two types of recruitment within the 3 star Hotels. It was also identified that, the junior staff recruitment is undertaken at the various departmental levels, making some aspects of recruitment activities within these medium hotels decentralized. This is then forwarded to the human resource manager, who then determines whether the proposal meets the rules and regulations set by the hotels, The human resource manager in the given hotel, where the vacancy exists, recommend the candidate for the position. It was also realised that, the senior staff, on the other hand, is determined by human resource managers. Findings revealed that, vacant positions of junior staff identified within these hotels are normally advertised internally on staff notice boards or by word of mouth. However this type of recruitment does not bring new ideas to the organization (Billah et al, 2009). It was identified that, poaching of staff was one strategy used by medium hotels and in addition senior staff recruitment is done internally because it is believed that, staff are already familiar with the organizational culture and have already been oriented on performance within the organization hence they can maintain standards in line with hotel policy (personal communication). Senior staff in the medium hotels also view staff recruitment from within the organisation as beneficial to the establishment because the existing staff has the necessary skills and are familiar with the job environment. Such a policy means that, labour turnover is minimal because of the existence of internal opportunities for promotion.

Despite the benefits of recruiting from within as undertaken by the medium hotels, the survey revealed that, managerial positions within the medium hotels are advertise in the print media. Seeking experienced staff from the hospitality industry is done in order to encourage the infusion of new ideas (Boella).

Selection Process

Findings revealed that, selection process at the medium Hotels consists of six steps: (i) submission of application letter or form; (ii) short-listing; (iii) interviews; (iv) applicants occasionally undergo assessment and tests; (v) reference checking; and (vi) selection decision, especially for management position that are advertise externally.

On the issue of the extent to which medium hotels recruit and select employees, it was revealed that, the process is influenced by government policy, although the Ghana Government ensures that high standards are maintained in the hotel sub-sector, there are no specific standards on recruitment and selection laid down by government and to which hotels are to comply.

Survey result also revealed general lack of skilled personnel in the hospitality industry for the advertised jobs. This includes lack of professionals to occupy management and specialised positions within the medium hotels. This has meant the recruitment of staff from international labour markets and the need to provide on-the-job training for internationally recruited staff to acclimatise with the local environment. In addition, lack of hospitality institutions as hindering the availability of skilled personnel for the hospitality industry in Ghana.

Training Policy and Practices in Medium Hotels

The training policies of the medium Hotels are guided by the need to ensure effective job performance and to make for succession planning within the hotels. Training aims at empowering staff and to help them to be more confident in performing their duties. Training is also aimed at ensuring that staff are able to deliver to meet international standards as part of the policy. On the issue of the extent to which government policy influences training policies in medium hotels, the findings revealed that, hotel classification standard is linked to the qualification, experience and skill of staff because staff are important determinant of quality service in the hospitality industry. The hotel Classification Standard within the tourism sector in Ghana is enforced by the National Tourism Regulatory Authority, the Ghana Tourist Board. While these classification standards do not prescribe specific modes of training for sector operators to adopt, the need to maintain the ratings for hotels indirectly influences the medium Hotels commitment to training its staff.

It was revealed that, various training methods are used. The most commonly used are the on-the-job and off-the-job training interventions. There is a preponderance of on-the-job training since these enable trainees to immediately transfer knowledge and skills acquired into work situation. Specific courses for junior staff include safety at work, food handling and first aid. Short courses are organised for staff as and when the need arises. It was identified that, long-term career related training is given the least attention presently. However, staff are encouraged to take this up on their own to enable them assume highest level responsibilities. Training decisions are mainly based on identified skill gaps in various departments for effectiveness. A significant amount of refresher training is also offered annually to ensure that staff are on top of their jobs. Succession planning also guides training decisions since training is a means of staff development for future responsibilities.

Findings revealed that, a key method of appraising training in these hotels are the annual performance appraisals conducted for all staff. These appraisals are carried out in line with corporate standards. The impact of any training acquired during the period under review is considered when the employee's performance is being discussed. Training interventions are expected to result in identifiable differences in the way which the employee used to carry out duties before and after the training.

Employee Perceptions about Human Resource Practices in Medium Hotels

Employee Perception about Recruitment and Selection Process in Medium hotels

Perception	Response (%)		
	Yes	No	Unsure
R/S process is based on competence of candidate	55	25	46
R/S process is transparent	56	39	55
R/S process is fair	55	47	46

Note: R/S denotes recruitment and selection

Of the 200 employees interviewed, 55 percent of the interviewee indicated that the recruitment and selection is based on the competence of candidates, 25 percent of them disagree, and 46 percent were indifferent. On the issue of transparency, 56 percent of the employees indicated that the recruitment and selection process are transparent, 39 percent of them disagree while 55 percent was uncertain. 55 percent of the employees indicated that the recruitment and selection process is fair, 47 percent also disagrees and 46 percent was uncertain. The high rate of uncertainty in the recruitment and selection process suggests the need for the medium Hotels to improve their recruitment and selection processes. There is the need to make sure that the right person(s) are employed, make the process transparent with checks and balances, and also making the process fair by giving those within and outside the organization fair chance in the recruitment and selection processes.

Perceptions about Organizational Training In Medium Hotels

Table 6: Perception of organizational training by employees, in percentages in Medium Hotels

Perception	SA	A	Unsure	DA	SDA
Adequacy of work related training	0	65.4	41.4	48.2	0
Relevance of work related training	66.4	55.4	38.2	0	0
Confidence in ability and competence in staff	45.4	54.6	0	0	0
Impact of training on employee performance	87.3	55.4	37.3	15.1	0
Impact of training on customer satisfaction	77.3	64.6	12.1	15.1	0

Note: SA denotes strongly agree, A denotes agree, DA denotes disagree, and SDA denote strongly disagree.

Two hundred employees were surveyed to elicit information about their perception on training within the medium hotels. On the issue of adequacy of the training, 65.4 percent of the interviewee agrees that training is adequate, 41.4 percent is unsure while 48.2 percent disagrees (Table 6). In relation to relevance of the work to training, 66.4 percent of the employees strongly agree, 55.4 percent of them agree, while 38.2 percent is uncertain. The high percentage of employees indicates that,

training is relevant and confirms the assertion made by the human resource managers that, the training sessions are organised to meet the specific needs of the organization. All the employees agree that the confidence of training staff is high; and this ensures that, the training is of high standard. This demonstrates that, both the on-the-job and out-of-the job training is well designed and administered to ensure growth and development within the medium hotels.

On the issue of whether the organization's training has improved the performance of staff within the medium hotels, 77.3 percent of the interviewee strongly indicated that, their training has improved customer satisfaction as they are able to provide better service, 64.6 percent agree, 12.1 percent is unsure while 15.1 percent of them disagrees with the statement that, training has improved customer satisfaction in the services provided by the medium Hotels but some of the employees were indifferent. On performance, 87.3 percent of interviewee strongly agrees that, training within the organization has improved their performance, 55.4 percent also agrees, while only 37.3 percent of interviewee is unsure of the impact of organizational training on their performance.

Managerial Perceptions: Recruitment and Selection Practices in Small Hotels

Recruitment and selection policy of small hotels is to recruit qualified staff that could render services to visitors. The recruitment and selection policies of small hotels also adhered to the rules and regulation underlying the recruitment laws in Ghana, which emphasize equal opportunity, avoidance of gender discrimination and fair treatment for all.

Recruitment and Selection in Small Hotels

Survey results revealed that, recruitment of staff is undertaken by the hotel owners for both junior and senior staff. It was identified that, the process is influenced by government policy, although the Ghana Government ensures that high standards are maintained in the hotel sub-sector, there are no specific standards on recruitment and selection laid down by government and to which hotels are to comply. Recruitment and selection of applicants is carried out after a vacancy is identified by the hotel owners.

Training Practices in small Hotels

Empowering staff is one of the ways of training the staff. The most commonly used are the on-the-job and off-the-job training interventions. Specific courses for staff include safety at work, food and beverage service and mentoring. It was also identified that, staff are encouraged to go for further training to update their various skill levels.

Employee Perceptions about Human Resource Practices In Small Hotels

Employee Perception about Recruitment and Selection Process in small hotels

Perception	Response (%)		
	Yes	No	Unsure
R/S process is based on competence of candidate	45	19	36
R/S process is transparent	36	19	45
R/S process is fair	37	37	36

Note: R/S denotes recruitment and selection

From the table above, out of the 150 employees interviewed, 45 percent of the interviewee indicates that the recruitment and selection is based on the competence of candidates, 19 percent of them disagree, and 36 percent are indifferent. On the issue of transparency, 36 percent of the employees indicate that the recruitment and selection process is transparent, 19 percent of them disagree while 45 percent is uncertain. Thirty-seven (37) percent of the employees indicate that the recruitment and selection process is fair, 37 percent also disagrees and 36 percent is uncertain. The high rate of uncertainty in the recruitment and selection process suggests the need for the small hotels to improve its recruitment and selection process. There is the need to make sure that the right person(s) are employed, make the process transparent with checks and balances, and also making the process fair by giving those within and outside the organization a fair chance in the recruitment and selection process.

Perceptions about Organizational Training of Employees In Small Hotels

Table 7: Perception of organizational training by employees, in percentages in small hotels

Perception	SA	A	Unsure	DA	SDA
Adequacy of work related training	0	45.4	31.4	18.2	0
Relevance of work related training	36.4	45.4	18.2	0	0
Confidence in ability and competence in staff	45.4	54.6	0	0	0
Impact of training on employee performance	27.3	45.4	27.3	0	0
Impact of training on customer satisfaction	27.3	54.6	9.1	9.1	0

Note: SA denotes strongly agree, A denotes agree, DA denotes disagree, and SDA denote strongly disagree.

From the table above 150 employees were surveyed to elicit information about their perception about training within the small hotels. On the issue of adequacy of the training, 45.4 percent of the interviewee agrees that training is adequate, 31.4 percent is unsure while 18.2 percent disagrees. In relation to relevance of the work to training, 36.4 percent of the employees strongly agree, 45.4 percent of them agree, while 18.2 percent is uncertain. The high percentage of employees indicates

that, training is relevant   All the employees agree that the confidence staff build after training staff is high. This demonstrates that, both the on-the-job and out-of-the job training encouraged in small hotels.

On the issue of whether the organization's training has improved the performance of staff within the small hotels, 27.3 percent of the interviewee strongly indicated that, their training has improved customer satisfaction as they are able to provide better service, 54.6 percent agree, 9.1 percent is unsure while 9.1 percent of them disagrees with the statement that, training has improved customer satisfaction in the services provided by the small hotels. On performance, 27.3 percent of interviewee strongly agrees that, training within the organization has improved their performance, 45.4 percent also agrees, while only 27.3 percent of interviewee is unsure of the impact of organizational training on their performance.

6. Conclusion and Limitations

Tourism is viewed in Ghana as a potential source of foreign exchange and the Government of Ghana has put in place policies aimed at promoting the sector. Critical to the achievement of these policies hinges on the development of a sound and effective human resource management practices within the tourism sector. This paper attempts to draw attention to the importance of how human resource management issues in hotels are impacting on tourism development in Ghana specifically Volta Region.

Small and medium hotels in Volta Region have been the subject of scrutiny. The study looked at issues relating to recruitment and selection and training within the small and medium hotels. The underlying assumption of the study was that, future growth of visitors and tourists would depend largely on the attractiveness of the quality of sector personnel in delivering hospitality services. In addition, the quality of service obtained from human resource division by visitors within the small and medium hotels would have a direct impact on the contribution of the growth of the tourism sector. Clearly, the human resource service provided by the small and medium hotels is influenced by recruitment and selection policies, as well as training.

It is estimated that, the demand for manpower in the tourism sector will increase substantially in the regions for sustainable tourism development in the next two decades. The human resources problems and requirements were addressed based on discussions with human resource managers, frontline managers, hotel owners and employees. Problems were identified regarding manpower supply, industry training, education, and government policies on human resource development. In particular, good quality leaders and managers, and qualified trainers and educators are scarce. This shortage will worsen, if these problems are not solved in a timely and strategic manner, this may dampen the potential for sustainable tourism development in the regions of Ghana.

Ideally, it would be preferable for each tourism zone or region to have an educational or training institution of its own, should funding allow. However, based on interviews, it is currently unrealistic to provide educational and training institutions in each tourism zones or regions due to the shortage of funding and lack of tourism centres.

Once sufficient qualified educators and trainers have been developed, they can be distributed to each tourism zone or a region as demand dictates. In the medium to long term, Hotel, catering and Tourism Training Institute (HOTCATT), should support the establishment of educational and training institutions in line with the development of tourism throughout the country. Three specific types of human resources development plans have been recommended based on a thorough analysis of the strengths, weaknesses, opportunities and threats involved. There are a number of favourable conditions that may facilitate the growth of tourism sector. However, intensive training is necessary to upgrade existing service standards to international levels. This cannot be accomplished without the support of the stakeholders at the various levels of the decision-making process, from the District to the National where policies on tourist products are made. Once these parties recognize the importance of tourism development for the regions and districts, their combined efforts should be able to turn tourism into a very important source of revenue and jobs for the nation. However, no study in social sciences can be error free (Azim, 2008). Accordingly, the present studies also have some limitations. It was beyond the scope of this study to carry out a sector-wide survey of human resource management issues within the tourism sector in Ghana. The study is limited to small and medium hotels in the Volta Region. This study could be replicated in other regions. Moreover other hotels for instance large hotels and other unclassified hotels could also be surveyed. Finally, the study did not cover all the areas of HRM practices.

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