Influence of Academic Qualification on Employment in Hotels. A Critical Literature Review

Influence of Academic Qualification on Employment in Hotels. A Critical Literature Review

Caren Waithera Mutuku

Kenyatta University, School of Hospitality

Corresponding author's email: journals@carijournals.org

Abstract

Purpose: The hospitality industry is one of the largest employers and among the highest revenue earners in Kenya. The overall objective of this study was to examine influence of parent attitude toward consumption of sugary products by their children.

Methodology: The paper used a desk study review methodology where relevant empirical literature was reviewed to identify main themes and to extract knowledge gaps.

Findings: This study concluded that established that frequency of consumption of Sugar products varies depending on the type of beverage, and that overall, the more than half of the students' surveyed reported consuming high amounts of sugar-sweetened beverages. Observations from the study showed that energy drinks were the least consumed while sugar-sweetened beverages like tea, coffee and cocoa were the most highly consumed sugary products. By volume, 300ml packing was most preferred by all respondents across all classes of study. Moderate nutritional knowledge on possible effects of sugary products such as weight gain and dental erosion was observed among respondents.

Unique Contribution to Theory, Policy and Practice: This study recommended that the ministry of health in conjunction with the ministry of education to incorporate nutritional literacy in the education programs both to the parents and the children to be aware of the demerits of consuming sugary products. This will also contribute to change in attitude and eventually change in behavior.

Keywords: *Examining, Influence, Parent Attitude, Consumption, Sugary, Products, Children.*

INTRODUCTION

Human resource allocation is defined as allocating the human resources to tasks. The importance of human resource allocation has been recognized in many business fields such as transportation, health care, hospitality and tourism industry (Adriana, 2018). The success of human resource allocation is attributed to how to deal with human resource management which is a key issue in order to increase the satisfaction and the profit of the organization. As asserted by Adrina, Roberto, Maura, (2018), task allocation between different personnel members is highly dependent on their skills. As asserted by Kayoko et al (2018), in hotel industry where a primary consideration is efficiency and customer satisfaction, great importance is placed on suitable allocation of human resources. Conventionally, human resource allocation decisions are usually made according to the experience of the institutional manager. It is important and complex issues that the procedure of tasks and skills of human resource must be evaluated and taken into account together. The resource that has special skills required by the task should be assigned (Akinyele al, 2020). He continues that among the service industry, in tourism and hospitality management, the allocation of hotel staff is one of the most encountered problems, the staff that has the right skills to deal with the task should be allocated without overwork.

The hotel industry is among the oldest commercial activities in the world (Sighania, 2014). People needed to be accommodated while travelling and staying away from their homes. African countries have recently experienced an increase in hotel investment activities (Ernst & Young, 2016), and new hotel developments have become the fastest growing economic activity not only in Sub-Saharan Africa but also in the world (Ernst & Young, 2019). As an integral part of the larger travel and tourism enterprise, the hotel industry provides a wide range of travel and related services, such as accommodation, restaurants, entertainment, clubs and bar, recreational activities, among others required by a modern-age traveller (Tewari, 2018; Economic Watch, 2012). In Rwanda, the hospitality industry has been credited as a vital tool in enhancing economic growth directly through domestic development and foreign exchange earnings (Mazimhaka, 2017). Additionally, Rwanda has chosen tourism as one of its main economic drivers for poverty reduction, attraction of foreign investors and economic development which can offer employment opportunities, foreign exchange, investment income and tax revenue (Nkurayija, 2018).

In hotels, human resource allocation involves the allocation of hotel staff to service task, where staff can be used for a limited time due to regulations in labor standard laws. In hospitality and tourism industry where hotels use their human resources, they need to consider appropriate and effective allocation of the resources to task because the hotel's success depends on its human resources (Kayoko, Seren, Mitsuo, 2018). The requirements for human resource allocation vary according to the application areas. The success of the system is usually attributed to how to deal with human resource management. It is a key issue in order to increase the satisfaction and the profit of the system. The skill requirements of a task represent some special skills required to perform that task such as accounting skills, when a task requires some skills, a human resource

who deals with the task should possess the skills in order to perform the task efficiently (Ernst et al, 2004). If a task is appropriately allocated to a human resource, the human resource's performance level of the task will increase. In hospitality and tourism, human resource management plays an important role in helping the hotel to maintain or improve its place in the service environment.

The Government policy on tourism encourages investors in the hotel sector to provide accommodation facilities matching international standards which not only makes tourists feel comfortable, but also accords them the opportunity to enjoy the beautiful natural resources. In terms of capacity building, the tourism policy plans to develop quality training and create a skilled workforce in value jobs at every level of tourism and hospitality industry (RTP, 2009). Rwirahira (2019) notes that some hotel owners prefer to employ their relatives with the hope that they will acquire knowledge and experience at the work place. In order to make the local community benefit from the potential offered by the hospitality industry, the industry needs to predominantly employ locals wherever possible. These workers need to be sufficiently trained in order to place them in industry positions. Employees are expected to achieve and implement certain initiatives and need to have proper skills, knowledge, motivation and awareness (Dorothy et al, 2019).

As Governments embraces performance in quality service delivery in hotel industry, there are a myriad of challenges which are affecting the service delivery as a result of the widening gap between professional level and workers' performance in the hotel industry. Poor customer service remains problematic in private, public and civil society domain (IPAR, 2019), and there is sufficient empirical research alluding to the fact that when the service provided to the customers is unsatisfactory, they are not likely to come back. The government in conjunction with the private sector have been advocating enhanced customer care skills and training of service employees. In the hospitality and tourism industry, where hotels use their human resources, they need to consider appropriate and effective work allocation of the resources to tasks since the hotel's success or failure depends on its human resource management. Effective human resource allocation is essential for the success of the hotel (Kayoko, Seren, Mitsuo, Oyabo, 2018).

Statement of the Problem

Services offered by the hospitality industry require highly developed managerial skills, including planning, organizing and controlling operations (Sighania, 2018). Additionally, customer care service and staffing require outstanding communication skills (Wagen, 2012). Earlier findings by the Ministry for Public Service and Labour, (MIFOTRA, 2009) (Rwirahira, 2019) reported that hotels have limited qualified human resources to fill the hospitality industry workforce needs. Additionally, a 69.4% skilled personnel gap has been recorded with a 96% deficit in professional technician cadres and 76% in the lower staff cadres (MIFOTRA, 2019). According to Zagonari (2019), academic qualifications in the tourism context has not been specifically defined to date, and presents an area of interest in this study. Therefore, in comparing the successes and failures of growth of hotels, while tourism and hospitality is the main economic driver in many countries, it

would be an interesting area to explore to gain insights in the relationship between academic qualification and work allocation within hotels.

Objective of the Study

The overall objective of this study was to examine influence of academic qualification on employments in hotels.

Significance of the Study

The study is instrumental in guiding Government policy makers in the planning and execution of hotel development. The information could be useful to the department of tourism and conservation, and local training institutions involved in planning and promotion of tourism and the hospitality industry globally. The findings of this study would enhance professionalism in the hospitality industry by developing knowledge, skills and professionalism needed for a successful industry growth. The findings could also be useful to investors interested in investing in hotel industry, which includes training and capacity building institutions in hospitality. The results of this research could also form a basis for future researchers who wish to pursue their research in the same field. This therefore underpins the need for this study that allowed for exploration of influence of academic qualification on employments in hotels.

LITERATURE REVIEW

Work Experience of Hotel Employees

Working in hospitality industry require to have skills, passion and experience, as different studies highlight the importance of having experienced employees can make them perform the job and satisfy their guests. According to Karani, (2019), Kwok, Adams & Price, (2018), working experience in the relevant job is an important factor that affects the recruiter's decision in the hospitality industry. Studies on skilled workforce strategy have improved the performance of human resource management and increased the flexibility of allocating the right person to the right job. The renewal of the mandate of members of the supervisory board and the management board being dependent on performance evaluation is a major change and may act as an important incentive. Lings (2014), emphasizes the importance of human resource management when he pointed out that many researchers and employers neglect one important focus, the demand of internal employees especially those who directly get in touch with customers because the attitude and behaviour of employees interacting with customers would influence the feeling and behaviour of the customers when they get the service, it is important for managers to efficiently define and manage the way their employees provide the service in order to make sure that their attitude and behaviour are good for providing the service.

According to Kamau (2022), hotel managers who aim to offer high quality service should pay special attention to having staff that are able to solve problems and who are fully qualified. As asserted by Crick and Spencer (2011), it is essential for the staff to have the emotional and aesthetic

skills as they are always in touch with customers from different cultures and countries. It is possible to place staff who has the right ability in the right jobs. When a task requires some skills, staff who deal with the task should possess the skills (Kayoko, 2018). He continues that if a task is appropriately allocated to staff, the staff's performance of the task will increase. The effective management of hotel and appropriate allocation of human resources are therefore vital to the success of the hotel. According to Expert group (2015), the successful development of hospitality and tourism industry still requires an increased professionalization and alignment of education and training provision with the skills demand of hospitality businesses.

This necessitate close collaboration between the industry and education training providers which requires the development of approaches including academic as well as apprenticeship and traineeship programmes. Hospitality education institutions becoming more important to hospitality students and the hospitality industry. Hospitality management courses encourage students to think more strategically and to understand how multinational hospitality companies can best be managed (Enz, 2019). Employees are required to have specific skills and abilities. The need for multicultural abilities and skills is more critical for employees working in the industry (Sigala, 2021) since it is becoming more globalised, it is important to have specific skills for career development. According to Victoria (2015), when allocating work to a practitioner, team leaders must take into account two groups of factors in order to allocate staff an optional and safe workload so they can deliver the best possible service to clients. Those two groups are factors relating to the case and factors relation to the practitioner. The author continues that an optimal and safe workload is one that matches the cases that have the greatest urgency with the number, type and mix of cases and other duties, experience and competence of the practitioner. Factors relating to the practitioner include the practitioner's level of experience and competence, the practitioner's number of current cases and the nature and complexity of the issues within each of the cases allocated to them. When allocating the work, the factor to consider are recent stressful experience in managing cases, recent similar cases and the practitioner's training requirements and experience.

As asserted by Kim (2018), a degree in hospitality management is not recognised as an important qualification by students or employees, therefore working experience is more important than a bachelor degree of hospitality management for a prospective employee. According to Kayoko et al, (2019), in the hospitality and tourism industry, where hotels use their human resources, they need to consider appropriate and effective allocation of the resources to tasks because the hotel's success or failure depends on its human resource management. Therefore, active human resource allocation is essential for the success of the hotel. In the hotel industry some services like greeting, welcoming a guest cannot be substituted by technology, therefore effective human resource allocation plays an important role in the success of the hotel industry. It is a key issue in order to increase the satisfaction and the profit of the organization. Lings (2014) emphasizes the importance of human resource management when he pointed out that many researchers and employers neglect one important focus, the demand of internal employees, especially those who directly get in touch

with customers. Because the attitude and behaviour of employees interacting with customers would influence the feeling and behaviour of the customers when they get the service, it is quite important for managers to efficiently define and manage the way their employees provide the service in order to make sure that their attitude and behaviour are good for providing the service. In allocating cases to a practitioner, team leaders need to ensure the practitioner's work allocation is commensurate with their personal and professional competence and experience (Victoria, 2015).

In hotels where a primary consideration is efficiency and customer satisfaction, great importance is given to place suitable allocation of human resource (Mitsuo et al., 2018). Human resource allocation decision is usually made according to the experience and institutional management. Effective management of the hotel and appropriate allocation of human resources are very important to the success of the hotel industry. Successful development of hospitality needs increased professionalism and employees are required to have specific skills and ability to be allocated the job they will perform well and satisfy the customer's expectation.

Academic and Professional Development of Hotel Employees

The education, training and development of employees of all levels within the hospitality industry are vital in maintaining the industry's competitiveness in the international ground. Absence of professionalism could be linked to lack of training and experience. Skilled staffs are confident, motivated and hence competent as they perform well in their job (Mwendwa, 2015). According to Murasiranwa et al. (2016), the key success factor in the hospitality industry is having a stable, well trained, competent and committed team. The authors further note that work teams are key players who can either delight or annoy guests through their attitude and behaviour. Considering that employees are part of the product and they are responsible for the satisfaction or dissatisfaction of guests, they must be competent to meet the customer's expectation. The hospitality industry is evolving to provide superior services and experience to consumers. Hotel employees are the first contacts between the customers and the hotel. Hotels need to employ professional staff with relevant skills to satisfy the needs of the customers. Effective human resources allocation plays an important role in the success of the hotel industry (Kayoko et al, 2018). In the Hospitality and Tourism industries, they need to consider appropriate and effective allocation of the resources to task because the hotel success or failure depends on its human resource management.

Hospitality professionals must support the ongoing development of higher levels of service quality through contact with the wider hospitality community and by supporting the exchange of expertise with other professionals through promoting international conferences, academic exchanges and international placements. According to Wood, (2013), academic hospitality programs are designed to impart trainees with skills that will prepare them to be competitive in their workplace. He adds that these skills should enable the graduate to manage the rapidly changing demands in today's hospitality industry by addressing increased competition, changing consumer attitudes and employer demands. Hotel's performance depends on training of employees in communication, technical, and interpersonal skills. Ladkin (2020) noted that "a higher level of education appears

to ensure entry in to the industry at the assistant manager level, whereas those with lower levels of education begin at the supervisor or department head". Training plays an important role in employee development since it enhances employee's skills and the understanding towards the overall work scope (Ching, Hee, Liew 2014).

An employee needs to gain more specific skills, information and knowledge as most job responsibilities continually evolving as the company matures. According to Ching et al, (2014), a well-trained employee can make better decisions towards their task and is qualified for a higher level of the empowerment. The qualities are about knowledge, skills and thoughts which lead to a hotel survival and development. Therefore, staff training is essential in many ways which increases productivity while employees are armed with professional knowledge, and experienced skills. Training and development can be seen as a key instrument in the implementation of human resource practices and policies (Nickson, 2017). A sustainable human resource development approach is underpinned by several principles, among which the most relevant are investment in people as a long-term commitment by all concerned parties. The need by companies to realize the impact that they have on the character and balance of the local labour market, the ability of hospitality training to provide flexible and transferable skill that is able to adjust to changing demands and in response to emerging opportunities, and the incorporation of human resource development as an integral part of overall hospitality development planning (Wagen, 2022; Tewari, 2012). The global hospitality industry is facing some challenge of attracting and retaining qualified workers, wage level, failure to address worker satisfaction and reputation, long hours and low pay as the contributing factors while the global tourism will depend on the professionalism of its workforce (Jin-Zhao, Jing 2019).

Challenges faced by human resources in the hotel industry among others are shortage of skilled employees, lack of quality service, controlling staff turnover and hiring or recruiting qualified graduates and a skilled workforce (Jin-zhao, et al., 2019).On regional grounds, there was a shortage of higher skilled managers available locally (UN, 2018). According to Moncarz et al. (2009) and Chalkiti and Sigala (2017), finding the best employees to carry out demanding jobs is a challenge and high hotel employee turnover continues to be a problem in many parts of the world. In the Rwandan context, manpower shortages were attributed to the lack of educational institutions that can generate a large number of well-trained graduates in hospitality management (Ngenzi, 2019). Professionalism is required in the hospitality industry in order to develop and maintain good quality customers in a tourism destination. It is essential for hotels also to develop professional and further training in order to improve the skills of staff at all levels. Education institution in the field of hospitality are the key prayers in training and developing the capacity of the human resources in order to have professional employees in the hotel and tourism industry who are able to provide service quality to the guests in which the allocation of the task should be done to the appropriate skilled staff which can be supplemented by the favourable working environment of the hotel.

Empirical Review

Kiunga (2021), conducted a study on how clients' cultural preferences affect service quality expectations of 3-5-star hotels in Nairobi, Kenya. This study adopts a cross-sectional survey research design. Pearson correlation coefficients revealed that customer cultural orientation and service quality have a positive and statistically significant association (r=.574, p = .000). It was further revealed that management role and service quality in the 3-5-star hotels are positively and significantly associated (r = .600, p = .000). Lastly, research found out that communication strategies is positively and significantly associated with service quality (r = .598, p = .000). The model summary established the client's cultural orientation, management roles and communication strategies and explained 53.9% of the changes in the quality of service of 3-5-star hotels. The results may be significant to customers and hotel industry. The study concluded that client cultural orientation, managerial roles and communication strategies significantly affect service quality expectations of clients of 3-5-star hotels in Nairobi, Kenya.

Musembi (2021), conducted a study to o determine the effect of quality standards and competitiveness of hospitality establishments in Nairobi City County. One-way ANOVA analysis demonstrated independent variables statistically significantly predicted the dependent variable. Classification and branding were statistically significant in hotel competitiveness from the multiple regression analysis compared with eco labels. Eco labels lower influence could be attributed to lack of eco labels by most the hotels in the survey. The study revealed that classification provide avenue for benchmarking with competitors, help in marketing hotel locally and abroad and improve the quality of service delivery. Also, it was revealed that branding influence hotel image, hotel recognition and also customer loyalty in terms of increased attachment. It was established eco labels improve hotel image, attract customers, and improve market share and operational fitness. The study recommended for suppliers in the tourism and hospitality sector to familiarize and implement existing quality standards in a bid to become more competitive. The study presented a contextual gap as if focused on quality standards while our study will focus on influence of academic qualification on employments in hotels

Were (2020), conducted a study to investigate the tipping consequence of restaurant food service responsiveness. The study employed a descriptive survey approach within Kisumu County in Kenya, with a focus on classified hotel restaurant (dependent). A simple random sampling methodology was applied in the selection of restaurant clients, with a sample size of 384 respondents. According to the study, tipping was found to have an effect on foodservice responsiveness (P < 0.05), and thus a clear indication that foodservice responsiveness is dependent on tipping within classified dependent restaurants in Kisumu County, Kenya. The study presented a contextual gap as if focused on tipping consequence of restaurant food service responsiveness while our study will focus on influence of academic qualification on employments in hotels

Muneza (2018), conducted a study that aimed at using visuals derived from local fashion culture in rebranding packages of Kenyan beverages that target the urban youth. A pilot study done to

establish the use of cultural visuals on existing packages of Kenyan beverages that target the urban youth showed that out of selected sixteen (16) brands of beverages, only 6.25% had designs with cultural visuals on them. This low rate of return indicated the need of applying cultural visuals in packages of brands of beverages that target the urban youth. The local fashion culture of the urban youth was selected as the type of culture for study. New design compositions were created using visuals derived from the selected fashion culture. In addition, new fonts and methods of using texture in design were developed. The new design compositions, new fonts and texture were applied in new compositions that rebranded packages of beverages targeting the urban youth. It is expected that the rebranded packages will have distinctive features of the local fashion culture that will stand them apart from the competitors in the market. The study however presented a conceptual gap as it aimed at aimed at using visuals derived from local fashion culture in rebranding packages of Kenyan beverages that target the urban youth while our study aims at examining influence of academic qualification on employments in hotels.

Miricho (2020), conducted a study to establish the relationship between tipping and food service reliability in hospitality's restaurant operations in Kenya. Descriptive research survey design was adopted while respondents constituted food service clients and managers, who were selected via simple random sampling as well as purposive sampling respectively, with a sample size of 384 respondents. The study established a statistically significant relationship between the IV tipping and the DV food service reliability ($P < 0.05$), thus rejected the null hypothesis and concluded that there is a significant relationship between tipping and food service reliability. The study however study presented a methodological gap as utilized descriptive research design while our study will utilize desktop review approach.

METHODOLOGY

The study adopted a desktop literature review method (desk study). This involved an in-depth review of studies related to examining influence of academic qualification on employments in hotels. Three sorting stages were implemented on the subject under study in order to determine the viability of the subject for research. This is the first stage that comprised the initial identification of all articles that were based on examining influence of academic qualification on employments in hotels. The search was done generally by searching the articles in the article title, abstract, keywords. A second search involved fully available publications on the subject on thematic concerns addressed by influence of academic qualification on employments in hotels. The third step involved the selection of fully accessible publications. Reduction of the literature to only fully accessible publications yielded specificity and allowed the researcher to focus on the articles that related to influence of academic qualification on employments in hotels which was split into top key words. After an in- depth search into the top key words (influence, academic qualification, employments, hotels), the researcher arrived at 5 articles that were suitable for analysis. This were findings from:

Kiunga (2021), who conducted a study on how clients' cultural preferences affect service quality expectations of 3-5-star hotels in Nairobi, Kenya. This study adopts a cross-sectional survey research design. Pearson correlation coefficients revealed that customer cultural orientation and service quality have a positive and statistically significant association (r=.574, p = .000). It was further revealed that management role and service quality in the 3-5-star hotels are positively and significantly associated (r = .600, p = .000). Lastly, research found out that communication strategies is positively and significantly associated with service quality (r = .598, p = .000). The model summary established the client's cultural orientation, management roles and communication strategies and explained 53.9% of the changes in the quality of service of 3-5-star hotels. The results may be significant to customers and hotel industry. The study concluded that client cultural orientation, managerial roles and communication strategies significantly affect service quality expectations of clients of 3-5-star hotels in Nairobi, Kenya.

Musembi (2021), who conducted a study to o determine the effect of quality standards and competitiveness of hospitality establishments in Nairobi City County. One-way ANOVA analysis demonstrated independent variables statistically significantly predicted the dependent variable. Classification and branding were statistically significant in hotel competitiveness from the multiple regression analysis compared with eco labels. Eco labels lower influence could be attributed to lack of eco labels by most the hotels in the survey. The study revealed that classification provide avenue for benchmarking with competitors, help in marketing hotel locally and abroad and improve the quality of service delivery. Also, it was revealed that branding influence hotel image, hotel recognition and also customer loyalty in terms of increased attachment. It was established eco labels improve hotel image, attract customers, and improve market share and operational fitness. The study recommended for suppliers in the tourism and hospitality sector to familiarize and implement existing quality standards in a bid to become more competitive.

Were (2020), who conducted a study to investigate the tipping consequence of restaurant food service responsiveness. The study employed a descriptive survey approach within Kisumu County in Kenya, with a focus on classified hotel restaurant (dependent). A simple random sampling methodology was applied in the selection of restaurant clients, with a sample size of 384 respondents. According to the study, tipping was found to have an effect on foodservice responsiveness (P < 0.05), and thus a clear indication that foodservice responsiveness is dependent on tipping within classified dependent restaurants in Kisumu County, Kenya.

Muneza (2018), who conducted a study that aimed at using visuals derived from local fashion culture in rebranding packages of Kenyan beverages that target the urban youth. A pilot study done to establish the use of cultural visuals on existing packages of Kenyan beverages that target the urban youth showed that out of selected sixteen (16) brands of beverages, only 6.25% had designs with cultural visuals on them. This low rate of return indicated the need of applying cultural visuals in packages of brands of beverages that target the urban youth. The local fashion culture of the urban youth was selected as the type of culture for study. New design compositions were created

using visuals derived from the selected fashion culture. In addition, new fonts and methods of using texture in design were developed. The new design compositions, new fonts and texture were applied in new compositions that rebranded packages of beverages targeting the urban youth. It is expected that the rebranded packages will have distinctive features of the local fashion culture that will stand them apart from the competitors in the market.

Miricho (2020), who conducted a study to establish the relationship between tipping and food service reliability in hospitality's restaurant operations in Kenya. Descriptive research survey design was adopted while respondents constituted food service clients and managers, who were selected via simple random sampling as well as purposive sampling respectively, with a sample size of 384 respondents. The study established a statistically significant relationship between the IV tipping and the DV food service reliability ($P < 0.05$), thus rejected the null hypothesis and concluded that there is a significant relationship between tipping and food service reliability.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Conclusion

The study established that there was a significant variation in the education level of staff members in the hotel industry. Majority of the hotel staff in hotels held secondary schools' certificates and national diplomas. The majority of the graduates were allocated front office duties while national diploma holders were allocated food and beverage service and front office operations. The secondary school certificate holders were evenly distributed across departments as subordinates, under the supervision of the degree and national diploma holders. However, there were slightly more secondary certificate holders in food and beverage service when compared to the other departments. This could be attributed to the fact that most of the hotels studied had their larger share of revenue arising from food and beverage service. Primary certificates holders worked as subordinates in food production, food and beverage service, and housekeeping. However, the majority of them were allocated food production duties. This is a cause of concern given that food items require specific handling procedures to eliminate chances of contamination which may lead to food poising. Primary and ordinary certificate holders may not have been exposed to such training on the handling of food and as such this should be a major point of improvement for the hotels.

Recommendations

This study recommended that that relevant department of tourism and conservation establishes a specialized a national training institute that addresses the skill sets required by the tourism and hospitality industry. That the department of tourism and conservation establishes minimum qualifications for hotel staff in key departments within the hotels and especially those dealing with handling of food. The hospitality industry should device policies to recruit the right staff with right attitude and mentor them through training in vocational skills and generic skills which will help

employees to perform better. That the department of tourism and conservation ensures the all the food handlers in the hotels have acceptable academic and professional qualifications.

REFERENCES

Adriana, M. Roberto, M. Mauro, Z. (2018), Work allocation in complex production processes, a methodology for decision support.

Akinyele S. T (2019), The influence of work environment on workers productivity: A case study of selected oil and gas industry in Lagos, Nageria. *African Journal on Business management 4: 299-307*

Baum T. (2016), Skills and training for the hospitality sector: a review of issues. *Journal of vocation education and Training*

Ching, H. C., Lieu, P. Lake, L. (2014), Factors affect employees' performance in hotel industry. A research project for Bachelor

Gatsinzi J. & Donaldson (2019), Investment Challenges in the Hotel Industry in Kigali/Rwanda: Hotel Management Perspectives. *International* Research Symposium in Service Management

Ernest, Y, (2014), Global hospitality insights: top thoughts 2014

Fatima, N., Shahid, I., Akhwad, S. Suleman, M., Ibrahim, M. (2015), Effect of gender differences on job satisfaction of the females employees in Pakstan. *International Journal of economics-finance and management sciences*

Hodges, D. &Burchell, N. (2017). Business Graduate Competencies: Employers' Views on Importance and Performance. *Asia Pacific Journal of Cooperative Education*

Kayoko, M., Seren, O., Mitsuo, G., Oyabu, T.,(2019), A case study of Human resource allocation for effective hotel management. Korean Institute of industrial Engineers, Vol. 10, issues1, pages 54-64

Kwok, L., Adams, C.R., price, M.A.P. (2018), Factors influencing Hospitality recruiters' Hiring Decisions in college recruiting. *Journal of Human Resources in Hospitality and tourism*,10:372-399

Lin X., (2015), Qualification required for employees in the hotel industry in Bangkoko from HR manager's perspective. AEC

Mazimhaka, J. (2017). Diversifying Rwanda's tourism industry: a role for domestic tourism.IIPT Africa tourism conference.

Mbise, N. N. (2012), The quality of service standards and related factors in tourist hotels in Arusha, Tanzania. A research thesis submitted to Kenyatta University.

Mitsuo, Gen,.Seren O. and Kayoko H. (2018), Hotel management Model: Human Resource allocation by evolutionary algorithms.Graduate school of information production and systems, Waseda University, Japan

Mwendwa, M. (2015), Factors affecting staff performance appraisals in the hospitality industry. A case of 5 star hotels in Nairobi

Ngenzi, Y. K. (2019), Perceived Barriers to Tourism Development in Rwanda as a Tourist Destination. Cape Peninsula: Cape Peninsula University of Technology.

Raybould,M., & Wilkins, H. (2015), Over qualified and under experienced: Turning graduates into hospitality managers. *International journal of Contemporary Hospitality Management* 17(3), 203-216

Rwirahira, R. (2018). Hospitality workers amp up service. The Rwanda focus.Retrieved at www. Rwandafocus.com at 28/4/2011

Sigala, M. (2018), Service quality and customer relationship management: Interrelationships and implications. *Managing service quality*, Vol 18, Issue 5

Suruchi, P.; (2019), Status report on training activities in selected hospitality industry units in Pune shodganga

Victoria (2015), Supervision and principles of work allocation for child protection practitioners

Wood, R. C. (2003), Status of hotel and catering work: Theoretical dimensions and practical implications. *Hospitality Research journal*, 16(3), p3-15

Zagonari, F.(2019), Balancing Tourism Education and Training..*International Journal Of Hospitality Management*