

Improving Productivity of Hospitality Establishments through Human Relations Skills

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Abstract

This study examines the effect of Human Relations Skills on the productivity of hospitality establishments some hotels in South-Eastern States of Nigeria. The study has six independent variables namely: communication skills, cooperation team work, employee social awareness skills, democratic leadership skills and employee participation skills as the human relations skills and the dependent variable is profitability. The study has six specific objectives and was guided by six research questions and six hypotheses. In carrying out this study, a sample size of 286 was used. The data collected were analyzed using simple percentages and frequency distribution tables. The stated hypotheses were tested using Ordinal Logit Regression. The study showed that employee social awareness skills in hospitality establishment significantly affect the profitability of the organizations. The study also showed that cooperative team work, participation in decision making and democratic leadership style affect the profitability of the establishment but not significantly as observed. It was therefore, recommended that every hospitality establishment should train their employees on: proper communication skills, social awareness skills and should have good policy on conflict management skill. Cooperative team work skills, participation in decision making and democratic leadership style should be revisited and improved upon so that the positive effect will be significantly felt.

Keywords: Human relations skills, communication skills, social awareness skills, cooperative teamwork skills and leadership style

1.1 Overview of the study.

Hospitality establishment is an organization that provides foods, beverages, accommodation and other services to customers with the aim of making profit through ethical means which is one of the major aims of every business. It is a service-oriented establishment that attracts, maintains and retains customers. When the needs of customers are met, it influences them to talk favourably to others about their satisfaction and return to the same establishment. When a business satisfies its customers, the customers pay a fair price for the products/ services. A fair price leads to profit which invariably leads to the sustainability of such establishment. Igbojekwe (2010) reveals that a hospitality establishment can satisfy its customers by differentiating its service delivery in three ways: through people, physical environment and process. The establishment can distinguish itself by having more effective and reliable customer-contact people who possess the required skills such as interpersonal and technical skills more than its competitors. It can develop a superior physical environment in which the service products are delivered or it can design a superior delivery process. It is pertinent to note that in these three ways, humans (organizational members) are involved. The establishment is people-oriented, labour intensive and will remain so irrespective of technological advances. Complete mechanization is not feasible as in manufacturing industries. The industry is service oriented and more emphasis is now laid on personalized service which comes through good human relations skills such as communication skills, democratic leadership management skills, cooperative team work, conflict management, social awareness skills and employee participation in decision making skills (Kotler 1990)

Speck (1989) indicates that in any organization where human relations are employed, the employees should adhere to these fourteen (14) most common human relations skills which he called interpersonal skills which involve: have self confidence, understand view points of others, make themselves friends to all,

admit it when they are wrong, never make promises they cannot keep, respect and courtesy are important, explain thoroughly and look, listen and learn. Others are: avoid arguments with customers, try to be approachable and sociable insist on selfless service to the community, others first, self last, never criticize in public stress on positive always

Gronroos (1984) opined that organizations where human relation skills mentioned above are applied normally have good communication network both from top level and from lower level to top management levels. Employees are always informed about what management has to do at any point in time. Kotler (1990) also said that the application of human relations skills in any service- oriented organization improves the work-group behavior of any organization and the relationship among guests, fellow staff, and other stakeholders. Similarly, Bredin (1994) reveals that the application of human relations in hospitality establishments reduces the conflicts at various levels of the management, more especially at lower levels. The staff becomes aware of their various roles at any point in time which aids them to suggest ways of solving problems that come up at any time in their units.

Fisher and Berstein (1991) opined that various levels of management in most organizations now have representatives involved in management decision making. This has reduced conflicts that come through non-participation in decision making. Mann (2009) argue that application of human relations skills is expensive because every staff has to be involved. Moreover the cost of staff training, motivations, meeting the needs of staff which invariably affect organization and human behavior are expensive. Bruno (1985) opined that the application of human relations skills in hospitality organizations has led to reduction in job turnover, reduction in accidents, improved production, ensured harmony, increased respect and improved sales. Maclean, Peterson and Martin (1985) said that recreation and leisure sites have been improved through human relations and this has prevented spoilage of physical equipment either by staff or guests since each person is taught how to use it before using such equipment. It also makes everybody to be security personnel in his own unit since every person monitors what another person is doing or about to do.

However, in Nigeria most hospitality establishments do not have any organizational programmes for improving good human relations. Many attributes that contribute to good human relations have been neglected. These include: staff training on communication and leadership styles, social awareness controls, teamwork building, motivation and non involvement of staff in decision making. Others are good supervision by management; recruitment, selection and placement styles, negligence of individuals personality and methods of conflict management (Doubra ,2010). These have invariably affected the workers and customers through rampant and increasing complaints about staff/products, accidents, poor morale of staff, services formulations and shortages, dwindling rate of room occupancy, high staff turnover and increased number of argument between staff and customers. It is worthy therefore to note that the independent variables or Human relations skills for this study are streamlined to: communications skills, co-operative teamwork, conflict management, employee social awareness skills, employee participation in decision making, and democratic style of leadership which are most common in all the researches. "Performance of hospitality establishments" or dependent variables are measured here using 'Productivity', This is why the hypotheses and test of hypotheses focused on "Productivity which will aid us to ascertain the effects on performance .

Hence, this work will examine whether these establishments have been applying human relations skills and how they have affected the productivity of the establishment. The study will discuss the various ways which human relations skills can be applied and finally the impact they have on productivity of hospitality establishments.

1.2 Statement of Problem

Hospitality establishment is a labour intensive project, which people embark upon to provide home away services from peoples home. It is meant to provide food, beverages and accommodation to customers/patronizers so that they feel at home. The patronizers are expected to receive very good services/products from people who serve them and are expected to pay a fair price for the products they receive. Employees are expected to have a sense of identity and loyalty to the organization coupled with feeling of being valued as important members. Equitable system of reward based on positive recognition, good appraisal, good quality of work life, and job design, healthy organizational climate, integration of organization and personal goal of employees are all expected to be done by management through the instrumentality of human relations skills.

In Nigeria today, it is believed that most management of hospitality establishments do not care much about their customers and staff. They are said to be interested in the short-run benefits with respect to how much they gain on daily basis. The customers, who are expected to be treated as kings and queens by the hotels so as to generate patronage and profit, do not seem to be getting the right treatment and respect. Argument between employees and customers always occur as well as increased rate of accidents. Other problems occasionally observed are as follows: tables laid with dirty items, poor morale of staff, mistakes of staff in order takings, customers waiting too long for service, dropping and dwindling number of customers and room occupancies. Also lack of courtesy and professional smile on the faces of service providers and non observance of essential service formalities have always been observed.

These problems are as a result of the ways the employees interact and relate with the customers and their management staff. Research done by Green (2010) at Rocio Forte Hotel London and Palace Hotel Babbacombe Rid Torquay indicated that lack of application of human relations skills had led to these problems mentioned above. Hotels which boom when they were newly built seem to lose their patronage once the problems of poor human relations emerge.

Therefore, this research examined how hospitality establishments (which are service oriented establishments) apply human relations skills and the impact of these skills on the profitability of hotels establishment's performance

1.3 Purpose of the study The purpose of this study is to ascertain the effect of human relations skills on the profitability of hospitality establishments. The specific objectives of the study are to:

- i) Identify the impact of communication skills on the productivity of hospitality establishments.
- (ii) Ascertain the effects of cooperative team work on the productivity of hospitality establishments.
- (iii) Ascertain the link between conflict management skills and the productivity of hospitality establishments.
- (iv). Ascertain the impact of employees' social awareness skills on productivity of hospitality establishments.
- (v) Asses if there is a significant relationship between the democratic styles of leadership in organization and the productivity of hospitality establishments.
- (vi) Ascertain the effect of employee's participation in decision making on productivity of hospitality establishments.

1.4 Research Questions

Based on the problems and objectives stated above, we posed the following research questions:

- (i) How do communication skills affect the productivity of hospitality establishments?
- (ii) How do cooperative teamwork skills affect the productivity of hospitality establishments?
- (iii) How do conflict management skills affect the productivity of hospitality organizations?
- (iv) How do staff social awareness skills affect the productivity of hospitality establishments?
- (v) What is the relationship between the democratic styles of leadership in the organization and the productivity of hospitality establishments?
- (vi) What are the effects of employee participation in decision making on the productivity of hospitality establishments?

1.5 Research Hypotheses

To facilitate the conduct of this study, the following null hypotheses were derived from the above research questions.

- Ho1:** Communication skills do not significantly affect the productivity of hospitality establishments.
- Ho2:** Cooperative teamwork does not significantly affect the productivity of hospitality establishments.
- Ho3:** Conflict management skills involved in human relations do not significantly affect the productivity of hospitality establishments.
- Ho4:** Employees social awareness skills do not significantly affect the productivity of hospitality establishments.
- Ho5:** Democratic style of leadership does not affect significantly the productivity of hospitality establishments.
- Ho6:** Employee participation in decision making does not significantly affect the productivity of hospitality establishments.

1.6 Significance of the Study

This research will be most meaningful to management consultants, hotel owners, researchers and employees in hotels. It will help management consultants to know the proper way to recruit, place and train their staff on how to retain and maintain their customers. It will be beneficial to them to note that making profit is determined by the number of customers they have obtained, satisfied and retained.

Hotel owners should also note that it is through good human relations that customers can maintain their patronage and inform other customers about the establishment. Various ways of attaining to this include training people on the application of human relations interpersonal skills.

Researchers who are looking for ways of improving the hospitality establishments' performance will now have material for reference. Employees will also benefit from the study by knowing how human relations skills are required to maintain customers and ensure their continuous patronage, reap profit from the sales made and ensures the sustainability of their business. Hence, once the organization maintains its sales volume and profits, the staff salaries, wages and allowances will be paid. Tips and other service charges will be received from guests.

This study will teach the workers the procedures on how and where to apply human relations skills by creating environment of social interactions, treating others as equals, communication warmth, listening intently; sensitivity to others, treating people fairly, dealing effectively with conflicts and avoiding stereotyping people to improve profitability and sustainability of the organization

1.7 Scope of the Study

It is not possible to study all hospitality establishments in Nigeria or Eastern States of Nigeria in a research of this nature. Such an approach will not only amount to a bold claim, but will also end up ignoring specific issues and details required in the impact assessment. This explains why we chose ten different hotels in Nigeria. Two hotels each are from five South Eastern States and they are expected to be applying human relations skills in their day to day operations to obtain profit and ensure sustainability of their of their organization. They are

selected to represent hotels in Eastern states of Nigeria. Each provides food, beverages and accommodations that made them to be seen as hospitality havens. Non probability method was applied in the selection of these hotels .In other words, they were purposively selected.

Research methodology

3.0. Population of Study

The research population consists of all workers of the ten selected hotels under study. In statistical analysis, the term population refers to the whole, and the part used for references or generalization is called sample (Freud and Williams 1984:33)

The population size of the various hotels under investigation is 998 as supplied by the research assistants in the various hotels.

3.2 Sampling Procedure

Two sampling schemes were adopted in this study. They are the non-probability and probability sampling techniques. The non-probability sampling technique is the purposive sampling method which was applied in selecting ten hotels out of all the hotels in the Eastern States of Nigeria. They were selected because of their track records and the belief that they are applying human relation skills in their day to day operations. Also purposive sampling technique was used in distributing some of the copies of the questionnaires especially to the specialized areas of the organization. The probability sampling technique adopted for the research was the stratified random sampling technique with proportional allocation because we were studying different hotels and each hotel should be represented in our sample in accordance with their population sizes. Again, while applying judgement in distributing the copies of the questionnaire to some specialized areas, we used stratified random sampling with proportional allocation to ensure that both sexes were represented in the samples.

3.3. Sample Size

The sample size was determined using the following Taro Yamene’s formula as opined by Yamene (1967):

$$n = \frac{N}{1 + Ne^2} \quad \dots \quad 3.1$$

Where: n = Sample Size, N = Population Size, e = Allowable Error
 With an allowable error of 5%, the sample size was thus calculated as:

$$\begin{aligned} n &= \frac{998}{1 + 998(0.05)^2} \quad \dots \quad 3.2 \\ &= 286. \end{aligned}$$

We next determined the sample size of each of the organizations of study using the simple proportion formula stated below:

$$n_h = \left(\frac{n}{N} \right) N_h \quad \dots \quad 3.3$$

Where:

h = hotel

n_h = sample size of hotel h.

N_h = population size of hotel h.

Using equation 3.3, the sample sizes for each of the hotels, according to sex, are obtained

3.4. Methods of Data Analysis

Two methods of data analyses were employed in this research. They were: Frequency Distribution and Ordinal Logit Regression (Ologit) Analyses. These analyses were carried out using statistical software called STATA 14.0.

3.4.1. Frequency Distribution

Frequency Distribution is simply a table that shows the number or percentage of items falling into each class or value of a given set of data. For instance, a table that shows the number or percentage of respondents who indicate their educational qualification is a frequency distribution. The essence of using frequency distribution is to have a general idea of the distribution of the responses on the various items of the questionnaire.

3.4.2. Ordinal Logit Regression Analysis:

The ordered logit model in its modern form was proposed by McElvey and Zavoina (1969, 1971, 1975) for the analysis of ordered, categorical, non quantitative choices, outcomes and responses. The model is used to describe the data generating process for a random outcome that takes one of a set of discrete, ordered outcome. Ordered

choice models are appropriate for a wide variety of settings in the Social and Biological Sciences. Some areas where they have been applied in the Social Sciences include: job training [Groot and van den Brink (2003)], job classification in the military [Marcus and Greene (1983)], labour supply [Heckman and MaCurdy(1981)], product quality [Prescott and Visscher (1977)], Stock Price Movements [Tsay (2005)], Vehicle Ownership [Train (1986)],work disability [Kapteyn et al (2007), among others.

Since the dependent variable for this study is based on the ordered Likert scale of “Very Low”, “Low”, “Neutral”, ”High” and “Very High”, the ordinal logit regression model is appropriate in analyzing and testing the hypotheses of the study.

Model:The logit regression is based on the logistic model given by:

$$\frac{(\epsilon)= \exp(\epsilon_i)}{[1+\exp(\epsilon_i)^2]} \quad (3.4)$$

The model platform is an underlying random utility model or latent regression model:

$$y_i^* = \beta^T x_i + \epsilon_i; \quad i = 1, 2, \dots, n \quad \dots \quad (3.5)$$

in which the continuous latent utility or “measure”, y_i^* is observed in discrete form through a censoring mechanism:

$$\begin{aligned} y_i &= 0 \text{ if } \mu_0 < y_i \leq \mu_1 \\ &= 1 \text{ if } \mu_1 < y_i \leq \mu_2 \\ &= 2 \text{ if } \mu_2 < y_i \leq \mu_3 \\ &= \dots \\ &= J \text{ if } \mu_{J-1} < y_i \leq \mu_J \end{aligned} \quad \dots \dots \dots (3.6)$$

The vector x_i is a set of K covariates that are assumed to be strictly independent of ϵ_i ; β is a vector of K parameters that is the object of estimation and inference [Greene and Hensher, 2009]. Logit coefficients are in log-odds units and cannot be read as regular S coefficients. To interpret, you need partial effects. Analysts are occasionally interested in odds ratio rather than probabilities, so changes in the odds ratio can also be computed.

All the hypotheses were tested at 5% level of significance. The computer output gives its significance level in terms of p-values. If α is greater than the p-value, H_0 is accepted; otherwise, it will be rejected.

4.0 ANALYSIS

Table 4.1: Testing the impact of human relations skills on productivity of hospitality establishments

Y5	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]
X1	.0987405	.0400261	2.47	0.014	.0202908 .1771903
X2	.0175664	.0257412	0.68	0.495	-.0328853 .0680182
X3	-.2289435	.0707742	-3.23	0.001	-.3676585 -.0902285
X4	.210349	.0843166	2.49	0.013	.0450914 .3756065
X5	.0430865	.0701972	0.61	0.539	-.0944975 .1806704
X6	-.0285937	.0306974	-0.93	0.352	-.0887596 .0315722

- Where: Y5 = Productivity Growth
 X1 = Communication Skills
 X2 = Cooperative Team Work
 X3 = Conflict Management
 X4 = Social-Awareness Skills
 X5 = Participation in Decision-making
 X6 = Democratic Leadership.

$$Y_5 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6$$

$$Y = 0.98X_1 + 0.18X_2 - 0.229X_3 + 0.210X_4 + 0.04X_5 - 0.029 X_6$$

$Y_5 = 0.09 X_1 - 0.229 X_3$

Table 4.1 above shows that the data analysis indicated that productivity growth is affected thus: communication skills (X1) has p-value of 0.014, Cooperative teamwork (X2) has a p-value of 0.495, Conflict management Styles (X3) has a p-value of 0.001, Social Awareness Skills (X4) has p-value 0.013, participation

in decision making (X_5) has a p-value of 0.539 and finally democratic leadership style (X_6) has a p-value of 0.352

Therefore:

1. We reject null hypotheses: H_{07} , H_{09} and H_{010} and conclude that ‘Communication skills’, ‘Conflict Management’ and ‘Social-Awareness Skills’ significantly affect the “Productivity Growth” of hospitality establishments since their p-values i. e. $P > |z|$ were less than 5%.
2. We accept null of Hypotheses H_{08} , H_{011} and H_{012} since their p-values were all greater than 5%. and conclude that cooperative teamwork, democratic leadership style and employee participation in decision making do not significantly affect the “Productivity Growth” of hospitality establishments.

Table 4.1 also shows that the coefficients of X_1 and X_4 are positive which means that “Productivity Growth” increases with the increase in “Communication Skills” and “Social-Awareness Skills” while the coefficient of X_3 is negative which suggests that “Productivity Growth” decreases with increase in “Conflict Management”.

The analysis in Table 4.1 is also very adequate in that the model chi-square statistic is significant even at 1%. The Pseudo R^2 value = 2.9%; but, as we noted earlier, Pseudo R^2 is not very important in interpreting the adequacy of a logit regression. What matters are the expected signs of the regression coefficients and their statistical and/or practical significance (Gujarati, 2003:606).

4.5.2 Discussion of the findings

Table 4.1 indicated that human relations skills have impact on the productivity of hospitality establishments. The human relations skills of X_1 , X_3 and X_4 where $P > |Z|$ are 0.014, 0.01 and 0.013 at 5% significant level respectively showed this. This made us to reject communication skills, conflict management skills and employee social awareness hypotheses which correspond with H_{07} , H_{09} and H_{010} respectively and conclude that communication skills, conflict management skills and employee social awareness skills significantly affect the productivity of hospitality establishments. It is also worthy to note that the coefficient values of communication skill, co-operative teamwork, employees’ social awareness skills and employee participation in decision making, that is X_1 , X_2 , X_4 and X_5 have positive coefficient values of 0.098, 0.17, 0.21 and 0.043 respectively. These indicate that communication skill, cooperative teamwork, social awareness skills and participation in decision making affect productivity positively. Conflict management and democratic leadership styles, which are X_3 and X_6 have negative coefficient values of -0.23 and -0.029 respectively. Hence, productivity increases as they increased while X_3 and X_6 coefficient values have negative signs indicating that their increase will reduce production. But only X_1 , X_3 and X_4 were significantly observed as seen through p-values. This made us to arrive at the formula

$$Y_5 = 0.099X_1 - 0.229X_3 + 0.210X_4$$

This implies that for any increase in 1% productivity, 0.09% of communication skill, 0.21% of social awareness skills and -0.23% conflict management are required.

The study tallies with the research carried out by Parasuraman, Berry and Zethami (2011) where communication skills were seen to have significant impact on the productivity of hotels (where $X^2_{cal} > X^2_{tab}$ i.e. $11.76 > 5.99$). Also in a research carried out by Olney (1996) in determining the “Executive priorities for effective communication in an information society” it was confirmed that communication skills significantly affect their performance.

Conflict management was also observed to have significantly affected productivity of the organization. This tallies with the study done by Thomas (2001) where he showed that conflict has effect on the daily life of hotel operations. Pasch (2003) also observed that conflict management skills help to maintain optimal levels of stimulation in conditions of boredom and low tensions where people may welcome divergent opinion, competitions and at times overt hostility. But in this study, a coefficient value of -0.229 showed that conflict management skills have negative impact on productivity. This tallies with the study carried out by Priem and Peace (2009) “which indicates that people expect less harmony where there is conflict” and it significantly affect performance. The researches carried out by Patchen (2009) and Rosenchain and Dyson (2009) showed that increased conflict leads to blockage of information, reduce ability to take order and ideas and reduces coordination and all these affect productivity. This is also applicable in Nigerian context and that is why we have negative impact of conflict, hence conflict should be avoided.

Employee participation in decision making was found to have positive effect on the productivity of hospitality organization, but the effect was not significant as observed. A co-efficient value of 0.0431 shows this. This tallies with the result of the research done by Enrick and Brown (2004) at Onomo Dakar and Hotel Le Djoloff in Dakar where $X^2_{cal} > X^2_{tab}$ i.e. ($10.45 > 5.99$). This was found in their research on “Knowing the Impact of Employee Participation in Organization’s Productivity”. The result confirms what Huang (1999) said that “if management gives employees more responsibility in decision making and more autonomy in daily work, both the turnover rate and absenteeism rate will reduce and will positively affect productivity”.

Democratic leadership style was found to have been affected (negatively) but not significantly observed. This does not tally with the study carried out by Bright and Comfort in (2009) at Sofitel – Paris Le Fanbource and Sofitel Paris Arc de Triomple in France, where democratic leadership style was significantly found to have impact on the performance of the hotel. But this study points out that the impact is negative, suggesting that democratic leadership style is not the best for Nigerians. They prefer that “carrot and stick” is the best method to achieve success in hotel business.

Social awareness skills were also seen to have positive and significant impact on all the performance variables earlier stated on the hospitality establishments

Summary of Findings:

- (1) Communication skills significantly affect the productivity of hospitality establishments.
- (2) Cooperative team work does not significantly affect the productivity of hospitality establishments.
- (3) Conflict management skills of humans significantly affect the productivity
- (4) Social awareness skills significantly affect the productivity growth, of hospitality establishment.
- (5) Democratic leadership style does not significantly affect productivity of hospitality establishments.
- (6) Employees participation in decision making affect does not significantly the productivity of hospitality establishments.

5.2 Conclusion

Human relations skills were seen as major factors affecting the productivity growth of the hospitality establishments and the major problem of poor productivity of the organizations was linked with poor and wrong application of these skills thereby affecting the patronage of such organizations.

Therefore, the study reveals that:

- (1) The social awareness skills are improves productivity hospitality establishments.
- (2) No single skill solely contributes to productivity without the help of the other.
- (3) Based on the study and discussion of this study, it was concluded that human relations skills have both negative and positive impact on the productivity of hospitality establishments.
- 4) The study also confirmed that training of workers in different sections of the hotels particularly on the areas of proper ways of communications, being aware of different social skills and when to exhibit them to achieve efficient service, participate in decision making, encourages teamwork and having best parameter for handling conflict in the organizations improve productivity of the organization., The study also showed that all the skills mentioned above have effect on the productivity but not all are have significant effect

5.3 Recommendations

On the basis of the findings of this study, and the discussions and conclusions thereof, it was recommended that;

Organizations that want to improve their Productivity should:

- a) emphasis more on improving communication and social awareness skills
- b) Reduce conflicts to barest minimum
- c) Encourage democratic leadership style
- d) Encourage teamwork
- e) Improve on cooperative teamwork

5.4 Contribution to Knowledge

This study made us to know that human relations skills are very essential to the performance of hospitality establishments. The study pointed out social awareness, communication and conflict management skills are very vital and significant to productivity in organization. The researchers also noted that democratic leadership skills, employee participation in decision making and communication skills should not be neglected because they all have either positive or negative impact on performance of hotels. Productivity in hotel organizations can be increased if we must put in more effort in communication skills and social awareness skills and less conflict management. The researcher also contributed these formulae below which is mathematically put thus

$$Y_5 = 0.09 X_1 - 0.0229X_3 + 0.210X_4$$

Where;

Y_5 = productivity,

X_1 = communication skills,

X_3 = Conflict Management skill

X_4 = Social awareness skills

NB: Conflict has a negative sign indicating that we must try to reduce occurrence of conflict to avoid spending much time on its management.

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APPENDIX

**SURVEY QUESTIONNAIRE (FOR RESEARCH PURPOSE)
 STUDY ON THE IMPACT OF HUMAN RELATIONSHIP SKILLS ON THE PROFITABILITY AND
 SUSTAINABILITY OF HOSPITALITY ESTABLISHMENT**

Section A

Personal data of respondents

1. Sex (a) Male [] (b) Female []
2. Working experience.
 (a). 0-5 years [] (b). 6-10 years [] (c) 10-15 years []
 (d) 16-20 years [] (e) Above 21 years []
3. Name of your hotel
4. Designation : a) Top level staff [] (b) Middle level of staff [](c) Low level staff

Section B for (employee)

- 5 Educational Qualifications a) FSLC b) SSCE c) OND/NCE d) FIRST DEGREE
 e) MASTERS

SECTION B

The responses of the following questionnaire are stated on 5-point Likert Scale. Please indicate the number that best represent your opinion.

Strongly agree (SA), Agreed (A), Undecided (U), Disagree (D) and strongly disagreed (SD)

S/N	QUESTIONS	SA	A	U	D	SD
	Communication skills					
1.	I am communicated on the outcome of major decisions in the hotel.					
2.	I have a cordial relationship with my subordinate					
3.	Information passes and come to me through my immediate head of unit.					
4.	I greet customers accordingly on arrival to my unit					
5.	I communicate to them politely to know their requests or inform them to be patient if I am busy with other customers.					
6.	I listened to their request patiently and attend to them accordingly.					
7.	I try to avoid argument with customers.					
8.	I politely explain issues where they are aggrieved.					
9.	The hotel also has bill boards and tags on some areas for proper direction.					
10.	There is a relationship between good communication skill and the human relationship in the hotel.					
	Cooperative Team Work					
	Team work helps me have:					
1.	Shared participation in problem solving and decision making in my unit.					
2.	Mutual trust and respect to superiors					
3.	Mutual understanding of what is intended to be done at any time.					
4.	A natural forum for conflict resolution among members and production problem.					
5.	Good job attendance since each one has roles one plays					
6.	It encourages supervisors – subordinate relationship					
7.	Quick facilitation on inter-group activities since each group has its own function.					
8.	Early and frequent success through planned orientation and training problems.					
9.	Encourage taking personal interest on each individual in the team.					
10.	Have timely responds to my customers need/service.					
11.	Large number of customers served on time and reduced queue.					
12.	It ensures that every unit performs it work as specified.					
13.	My role is complementary to other member in my team.					
14.	the group completes the task managers give to it?					
15.	Teamwork has relationship with the level of performers made in the hotel.					
	Conflict Management					
	Conflict management skills affect performance of the organization through job attendance of staff. Hence in my unit, the way conflict is managed:					

1.	Improves the quality of decision made in the conflicts					
2.	Stimulates creativity and innovations					
3.	Encourages interest and curiosity among group members.					
4.	Provides the means through which problems are aired and tension solved					
5.	Foster an environment of self evaluation and change					
6.	Improves communication I receive					
7.	Makes me have increased cohesiveness					
8.	Increases proper use of organization's products					
9.	Reduces fighting among members /groups					
10.	Ensures that actual output expected for every input is achieved.					
11.	Encourages me to do my work the excellently (good job performance)					
	SOCIAL AWARENESS SKILLS					
	Social awareness skills help me to					
1.	Reads peoples mood of non verbal cues					
2.	Respect and relates well to people of diverse background					
3.	Listens attentive to others					
4.	Understand political forces or the organization					
5.	Understand values and cultures of the group or organization					
6.	Understand values and cultures of the group or organization					
7.	Know means to provide excellent services to customers					
	Participation in Decision Making :participation in decision making in my Organization aids me to ensure success by participating in the following:					
1	identification and explaining problems to unit /Hotel					
2.	Unit/Hotel problem analysis					
3.	Gather information for solving problems in my unit					
4.	Obtain alternative source of solving or improving the situations					
5.	Evaluate and make choice based on suggestions and ideas from other members					
6.	Implement and monitor activities in my unit.					
7.	Plan on time on how, whom and means to achieve.					
8.	Have the psychological morale that you are recognized in the organization.					
9.	Have my own work done on time which improves productivity and service of the organization.					
	Democratic Leader					
	Things I observed from my leaders(unit heads, group heads, Managers) helps me to :					
1.	Reach a consensus with worker before any action is taken					
2.	Follow due process during recruitment and placement.					
3.	Discipline staff by following laid down sequence.					
4.	Inform workers about objectives before the commencement of any work.					
5.	Inform them on how to achieve them.					
6.	Influence activities of others to achieve the unit/organization's objective					
7.	Give workers their leaves, breaks and altered not hour of work.					
8.	Give bonus to best achieve group or persons.					
9.	Has ability to established and maintain network of contacts with equals					
10.	Ability to deal with all subordinate and all complications according to organization's laid down rule.					
11.	Ability to mediate conflicts and handle other disturbances.					
	SECTION C					
B	Productivity Growth					
1.	What is the level of your annual revenue expenses					
2.	What is the level of your annual turnover?					
3.	What is the level of your annual running costs?					
4.	What is the level of your annual other income?					
5.	What is the level of your annual other costs					

The discussions of the findings were diagrammatically shown below