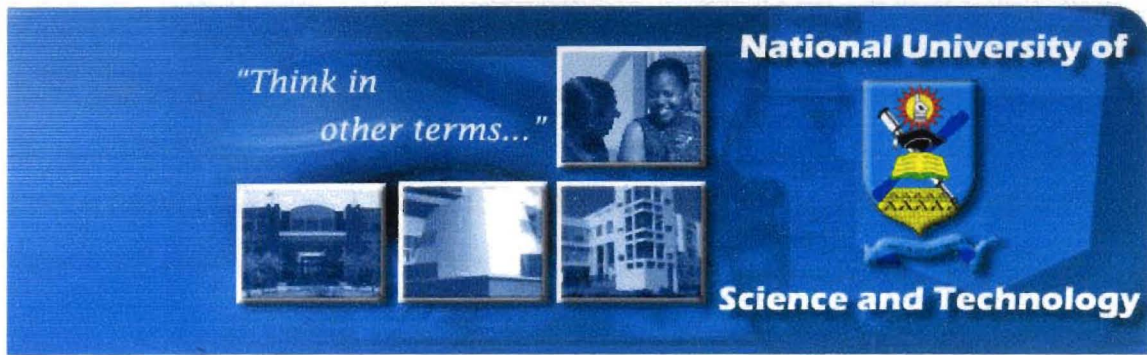


SPECIAL COLLECTION  
LIBRARY USE ONLY



## *Department of Business Management*

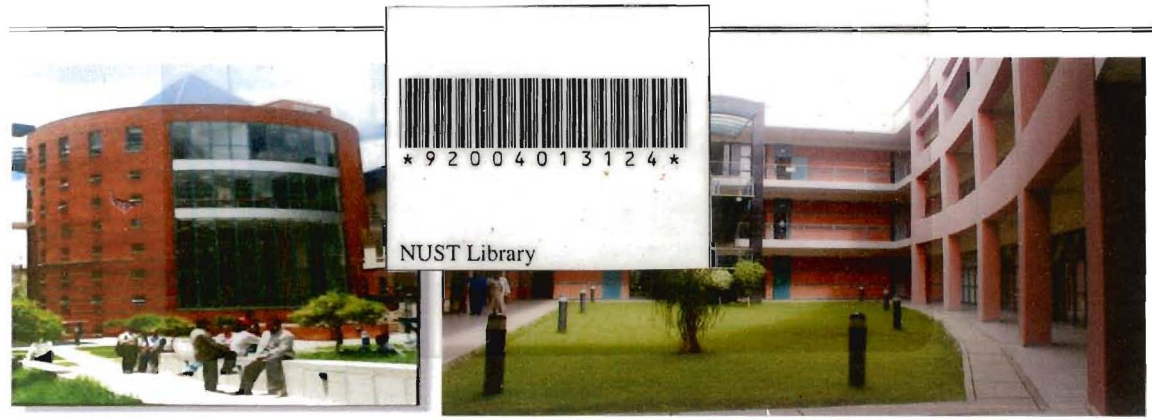
### Research Project:

An investigation into the impact of recruiting relevantly trained prospective employees on the achievement of organizational objectives in the Tourism Industry in Bulawayo

By Patience Maposa  
N005 424B

Submitted in partial fulfillment of the Bachelor of Commerce Honours Degree in Management at the National University of Science and Technology

Supervisor: Mr. M.J. Ndlovu



August 2009

LIBRARY NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY P.O. BOX 346 BULAWAYO ZIMBABWE		
DATE	ACCESSION	CLASS No.
6/4/10	60 09/129	HF 5549.5 R44 MAP

## **EXECUTIVE SUMMARY**

Many workers in the tourism and hospitality industries can be classified as front line service workers, as their jobs involve direct customer contact. It has been widely accepted that the delivery of quality service commences with the recruitment, selection and training of suitable employees. In view of the impact of the performance of these service workers on the perceptions of service quality, it is important to examine their suitability to their respective organisations.

This paper presents some findings of research carried out to examine the impact of relevantly trained employees on the achievement of organisational objectives. The research focuses on first establishing the skills and qualifications required for key posts in the industry and then determining whether the current job incumbents possess the appropriate skills and qualifications. The research goes on to determine if the qualified prospective employees are actually available within the Zimbabwean labour market. The researcher also felt that there is a need to evaluate the advantages and disadvantages of employing qualified versus non-qualified employees. Lastly the research focuses on recommending a framework for effective recruitment in the tourism industry.

A number of strands of literature are drawn together in this document to highlight issues associated with the performance of service workers and its impact on organisational performance as well as perceptions of service quality by customers. The cost of poor recruitment and selection practices are also outlined here alongside a discussion of the importance of job analysis. Data collected from managers, employees and hotel patrons through the use of questionnaires and interviews helped to answer the research questions. A total of 107 qualified questionnaires were taken for analysis and the data captured electronically.

Major findings of the study are that service work has to do with work experience and less with professional qualifications. It has more to do with employee personality and

personal characteristics as it involves aesthetic and emotional labour. Most respondents felt that qualified employees provide better customer service than otherwise but tend to increase labour turnover as they can easily change jobs. On the other hand non qualified employees stay longer on one job but result in high absenteeism rates. The study also found that all employee respondents had trained locally with various institutes showing that there is no problem of scarce manpower. In light of the skill requirements of service work organisations in the Tourism Industry or any other service sector there is need to strike a balance between professional qualifications and social skills when selecting employees.

Employers in this industry should strive to challenge the inappropriate tendency to prioritise technical skills over social skills since the social skills are of high value to the industry. If service is regarded as a key job factor, individual service orientation should hold as high a priority as skills, abilities or knowledge in employee selection, advancement or placement.