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## **Assessment of Human Resources in The Lebanese Tourism Sector**

### **A Field Survey Draft Report**

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## **I. Overview**

The number of tourists visiting Lebanon is projected to reach 3.2 million in 2010 according to a national tourism plan developed by the World Tourism Organization (WTO). In order to accommodate such a target, the sector has to overcome various hindrances and potential obstacles, among which the development of its human resources is crucial.

The tourism sector in pre-war Lebanon was regarded as a major service industry. According to a study implemented by the Lebanese Center for Policy Studies (LCPS),

contribution to the Gross Domestic Product (GDP) was \$207.6 million (16%) and it accounted for more than 40% of the total earnings of tourism in the Middle East. Regarding the workforce, approximately 40,000 people were either directly or indirectly employed in the sector. During the war the tourism industry virtually did not exist. Thereafter, in 1992, as a result of the emergence of relative political security and the process of reconstruction of the sector, increase in tourism and progress have been prevalent relatively significantly.

country, and considering the high potential the tourism sector has, any initiations to enhance tourism are crucial for the development of the Lebanese economy as a whole.

However, it should be emphasized that in order for the sector to achieve the predicted outcomes, and more specifically, for tourism to achieve its potential success, several initiatives relating to human resources (as well as other issues in the sector) are deemed essential. These include, education, training, a different perception towards human resources, private enterprise initiations, governmental actions, communication between industry players, creating incentives and motivation techniques, and managerial training.

Accordingly, upon the request of the Stanford Research Institute (SRI), Information International conducted a survey on human resources in the Lebanese tourism sector, with the aim of detecting the specific obstacles regarding human resources from the perceptions of hotels, apartments, resorts, restaurants, and travel agencies.

## **II. Objectives**

The objective of the study is to provide an assessment of the human resources in the tourism sector, in order to evaluate the means by which those resources could be enhanced, entailing a higher performance of the Lebanese tourism sector. The mechanisms by which human resources could progress are various and could be conceived in a two-fold manner. In the first place, the workforce is addressed, and secondly, players external to the workforce (but related to tourism) could be approached. In terms of the former, the problems faced from the labor force are the primary issues at hand, while concerning the latter; schools, universities, tourism companies, governmental action, and related institutions, though secondary, are major elements. In other words, the actions implemented by such industry players significantly affect the performance of human resources.

More particularly, the study revolves around the following factors:

- ✦ Determining the fluctuation of the numbers of employees in the sector over the past few years.
- ✦ Evaluating the type of workforce in the sector: the degree of skill present.
- ✦ Assessing the modes of recruitment and the qualities searched for in new recruits.
- ✦ Evaluating the obstacles faced in recruiting.
- ✦ Determining the types of shortages in human resources and the reasons for such shortages.
- ✦ Evaluating training programs and tourism related educational systems and means of enhancing them.
- ✦ Determining and assessing actions and communication channels by industry players to improve human resources in the sector.

As a means to fulfill the above objectives, the study is divided into four sections. First, general background information on tourism in Lebanon is provided, addressing human resources in specific. Second, the results of the survey are revealed and analyzed. Accordingly, the results are sub-divided into three sections corresponding to the type of institutions interviewed (namely, hotels, apartments and resorts, restaurants, and travel agencies). Thirdly, the tourism sector is re-addressed with respect to additional data on human resources and steps taken to enhance the workforce; the section includes information gathered from meetings and conferences. And, the fourth section applies the results from the survey to the actual situation in Lebanon and to global trends. In order to give the study greater viability, Information International, provided its own analysis and recommendations through evaluating and interrelating the above data.

### **III. Background Information**

According to Mr. Raymond Khalife, regional president of Bass Hotels and Resorts, the level of professionalism in the Lebanese tourism sector should be enhanced; unless the standard of human resources is heightened, recruitment would be a  
The

<sup>th</sup>, 2000). Though very brief, this statement and several other similar comments, insinuate a clear picture of the obstacles faced by the sector regarding human resources. However, as shall be projected in the following sections, the problem that confronts human resources is not solely educational nor solely the perceptions of institutions towards human resources. There are several other interrelated factors that have contributed negatively to the workforce. Among others, these factors include, culture, economic recession, restructuring of the sector at the national level, as well as global changes which Lebanon has to assimilate.

Globally, as was stated by Mr. Becherel (representative of the World Tourism Organization (WTO) in a conference held on April 5<sup>th</sup> 2000), ten percent of the world is employed in the tourism industry. In other words, the sector is among the greatest job generating industries. This has a significant implication on Lebanon considering that the potential of its tourism to excel is comparatively higher than other destinations.

Henceforth, the development of human resources would have major progressive consequences on Lebanon investment in improving the human resources entails virtually guaranteed development in its economy and its workforce.

Since the end of the war in 1992, and as a result of the re-established relative political security as well as the efforts by the Lebanese government in rebuilding the tourism sector, the number of tourists has been increasing yearly (425,000 in 1992 to 963,000 in 1997) according to a report conducted by the Lebanese American University (LAU). These numbers are subject to fluctuations (downward and upward) depending on several factors among which political and economic stability are crucial. Inevitably, an increase in the number of tourists implies an increase in the demand for tourism services (hotels, apartments, resorts, restaurants, and travel agencies), and thus, an increase in the demand for human resources.

In accordance to a national tourism plan devised by the World Tourism Organization (WTO) for Lebanon, 3.2 million tourists are expected to visit Lebanon by the year 2010, and 68.8 million will visit the region by 2020. However, a grave aftermath of the civil war led Lebanon to lag behind other countries regarding the sector. In 1995, Lebanon's share to regional countries was three percent, as opposed to Egypt which had a 50% share.

In reinforcement, the WTO plan states that in order for Lebanon to achieve the figures quoted for the year 2010, several issues have to be addressed among which the development of human resources to meet expected increase in demand, as well as the expected standards from tourists are listed. Accordingly, the Economic and Social Commission for Western Asia (ESCWA) estimated that employment in the sector should reach 76,670 by 2010. Needless to mention that the quality of services offered should also progress.

Along the same lines, the increase of the number of tourists has also entailed an increase in the number of international companies (international fast food chains, resources as well as an enhancement in the type of tourism services has been prevalent. In order for Lebanon to exploit its potential and excel in tourism services to meet the WT resources should considerably progress to fulfill the expectations and live up to the standards required by international companies and the visitors to the region. Otherwise, human resources will be a major cause for the underdevelopment of the sector.

These human resources obstacles are the result of several factors, such as education, training programs, and percentage of skilled labor.

Following is a description of the major problems which have lead to the obstacles currently confronted by the sector regarding its labor:

1. Low Percentage of Skilled Labor

According to a study implemented by the Lebanese Center for Policy Studies (LCPS), only 25% of the workforce in the sector are graduates of hotel management schools and tourism universities. Additionally, graduates of these schools are often not perceived as competent enough to meet expected demands, especially, due to the fact that such graduates usually expect high positioned job as a result of their education.

2. High Employment Rotation

The skilled labor force that prevails very often searches for job opportunities on the national level and in other countries due to higher salaries and greater career advancement opportunities. These skilled human resources, include not only graduates of technical schools and universities in Lebanon, but also Lebanese expatriates who have returned.

3. Human Resource Management

A subsequence of the low salaries earned by teachers in Lebanon is that professionals in the field would often rather practice their expertise than teach. This entails a lower standard of teaching, thus, staff and managers are not as well trained as should be the case (however, this is not essentially the case in all programs).

4. Lack of Practical Experience

In both the educational system and the training programs offered by tourism companies, there is a relative lack of concentration on practical experience. Instead the emphasis appears to be on theory.

5. Culture and Gender Discrimination

Part of the Lebanese culture discriminates against women working in the industry mainly due to the fact that by definition, the types of jobs in the sector often demand night shifts, and this is frequently conceived as unacceptable especially for married women who have the responsibility of a family. Along the same cultural lines, several posts are perceived as not prestigious; unless managerial or supervisory, most positions are regarded as too low key.

The consequences of the above are grave. First, those labor who are highly skilled are often not motivated to work in Lebanon due to low salaries and low promotion opportunities. Second, those who are not highly skilled expect to be recruited in high-end positions since they either do not find other positions prestigious enough or have not been well trained in low profile positions. Third, practical experience and training programs appear to be relatively disregarded. And fourth, often employers resort to employing foreigners in high positions (due to the lack of availability of skilled labor) or relatively unskilled human resources in these high positions, or they employ

low-key jobs. Thus, though labor supply in Lebanon is high, it lacks qualified personnel.

performance, several actions need to be undertaken to minimize the cost of these burdens and maximize the potential that could be reached. Examples of such actions include practical experience in education, training programs, relative standardization in training programs, initiations by the government, greater communication among industry players, and the encouragement of quality systems such as ISO9000 and HACCP.

In addition to the above, it is imperative for the sector to be aware of the changes taking place relating to tourism at the international level. Globalization, and hence, rapid change are predominant; among other factors, they imply changes such as the type of human resources that should be recruited. For example, while in the restaurant industry, the labor previously demanded was unskilled, today, as a subsequent of the technology revolution, nearly all employees are required to have a certain level of skill requirement. Along the same lines, greater coordination and cooperation should be initiated not only among local educational institutions but also at the international level.

Henceforth, it could be clearly asserted that the human resources currently prevalent in the tourism sector have, to a great extent, impaired its progress and will continue to do so in a relatively greater manner unless several issues are targeted. Whether these issues include educational institutions and the curricula provided, or motivational techniques by the tourism sector, or greater communication and actions by industry

revive and exploit its potential.

#### **IV. Methodology**

The Stanford Research Institute (SRI) designed a questionnaire (Annex) with the aim of determining means by which human resources in the tourism sector in Lebanon could be augmented. The questionnaire sought to address issues pertaining to the modes of recruiting employees, the qualities searched for in employees, shortages of staff and skills, evaluation of existing curricula at technical schools and universities, training programs, and initiations conducted to enhance human resources.

A total of thirty one companies were interviewed face to face, as requested by SRI, in three sub-divisions of the tourism sector (hotels, apartments, and resorts, restaurants, and travel agencies). Following is the segmentation in which interviews were allocated in accordance to the above sub-sectors.

1. Nineteen Hotels, Furnished Apartments, and Resorts
2. Eight Restaurants
3. Four Travel Agencies



The above companies were selected on the basis of different categories, areas, and types. The hotels that were interviewed varied from international chain hotels to one star hotels, in Beirut, Broumana, Tripoli, and Jounieh. Likewise, the restaurants varied from international to local, in different areas, as well as different type (Italian, French, Arabic and others). And., out of the travel agencies two were major and two smaller.

The data gathered was coded, cleaned, and entered into the computer for data analysis. Frequency distribution and cross tabulation techniques were implemented to test the relationship between the main variables in accordance to each of the above sub-divisions.

## **V. Results**

The results of the survey were divided along the three sub-

- A. Hotels, Furnished Apartments, and Resorts
- B. Restaurants
- C. Travel Agencies

Within each of the above categories, an additional division has been made to further clarify the responses. Correspondingly, in the subsequent sections the sub-sectors shall be addressed in the following order:

### 1. Employees

In this section, the number of employees, fluctuation, and anticipated changes, as well as categorization (front line, supervisory, and managerial) shall be reflected upon.

### 2. Recruitment

In the first part of this section, modes of recruitment and qualities searched for in potential recruits are addressed. The second part assesses the difficulties and obstacles faced in recruiting, the types of skills and staff in shortage, and the various reasons for employee resignation (or the lack of employee retention).

### 3. Training and Education

The attitude of companies toward training and education is sought; their opinions regarding current hospitality related education systems in Lebanon, as well as training offered by companies is determined.

### 4. Communication Channels and Actions

Communication channels amongst companies in the hospitality sector, as well as between companies and the government, technical schools, and universities, could greatly enhance or regress human resources. The opinions of companies towards such communication channels; whether they are prevalent and the type of communication that exists is determined. Additionally actions taken by industry players to progress human resources are evaluated.

**1st. Hotels, Furnished Apartments, and Resorts**

**1. Employees- Number, Fluctuations, and Categorization**

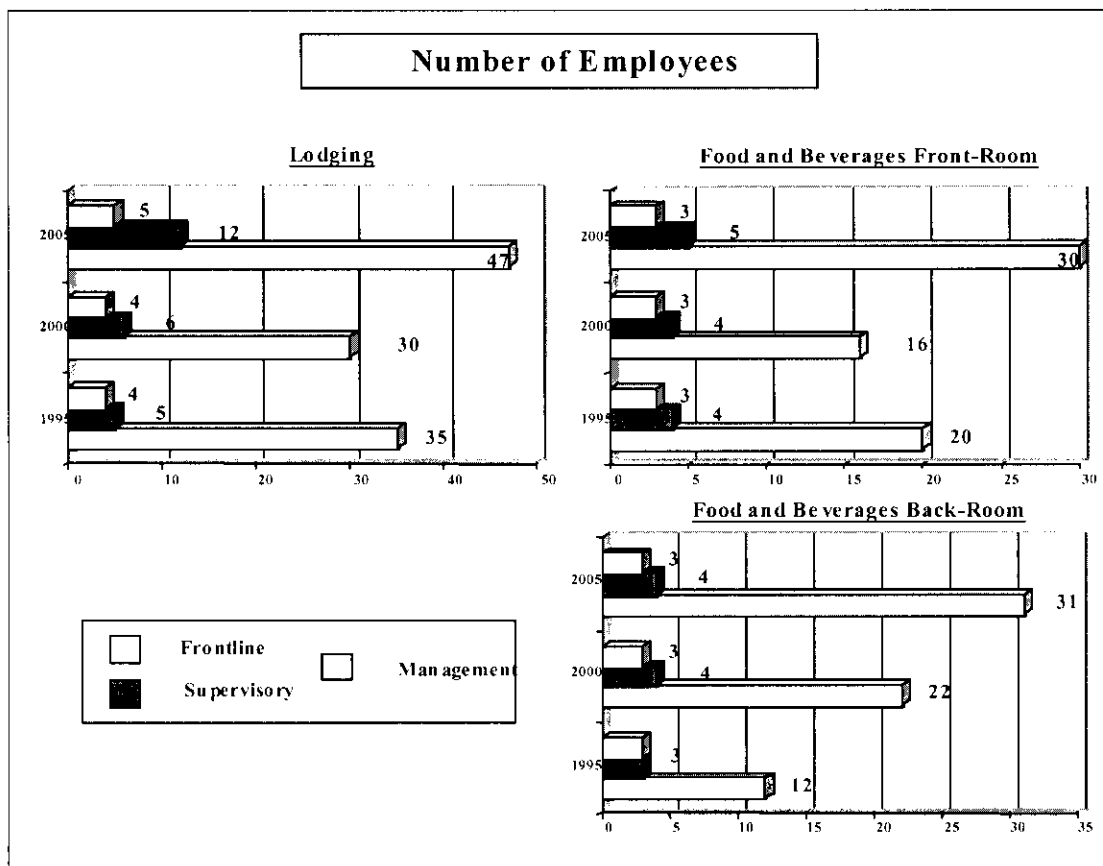
According to the nineteen hotels, apartments, and resorts, the average number of employees per institution is 82. However, it should be noted that the disparity varies from eight to 240. Additionally, employment figures fluctuated in accordance to seasons; in general, during the summer seasonal employment took place.

Regarding the fluctuation in the number of employees in the last five years, 42.1% of the companies reported a decrease that averaged approximately a 25% reduction. Along the same lines, 63.2% stated that the number of employees would remain stable in the coming year.

In terms of the categorization of employees, the average number of those that fall into sec

Figure 1 illustrates the fluctuation of employees over three period of time (1995, 2000, 2005), with respect to three categories (frontline, supervisory, and managerial), and with regards to three types of occupation (lodging, front-room food and beverages, and back-room food and beverages).

**Figure 1**



As depicted in figure 1 above, the current period appears to be the slowest in terms of the number of employees, especially in the front line positions. Supervisory and managerial positions appear to be relatively stable, most likely due to the comparatively low number in the first place. The reason for such fluctuations could be attributed to the following: in 1995, the war had only recently ended, thus the period was marked with reconstruction. Nowadays, the economic recession is predominant, and it is worthy of noting that while the forecasts for 2001 were stable, the major reason for an assumed increase in 2005 is the possibility of peace in the region and the hope for a drop in the economic crisis.

## 2. Recruitment

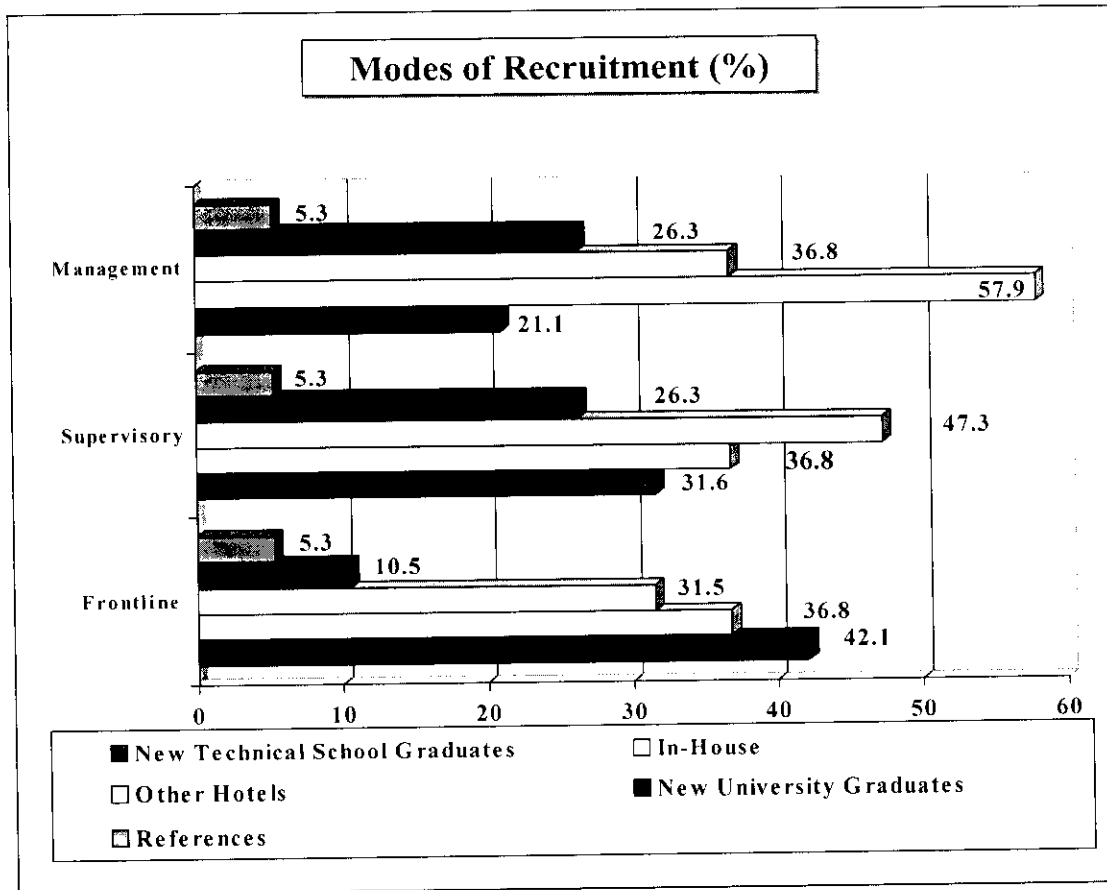
### One. Modes and Qualities

As figure 2 indicates, most front line employees are technical school graduates, while most supervisors are recruited from other hotels, and more than half management positions are a result of in-house promotions. In addition to these modes, as shown by the figure, other modes of recruitment also play a significant role.

In all three categories, references play the least important mode of recruitment. It should be noted however, that references were mainly perceived as recommendations with a connotation of personal connections (i.e. in such cases employment would be on the basis of personal connections, as opposed to merit). Perhaps this is the reason behind references not being conceived as a viable mode of recruitment (though in Lebanon usually personal connections do play an important part in every day decision making).

Additionally, a significant cleavage can be detected in terms of the importance given to university degrees with respect to front line employees, as contrasted to supervisors and managers (10.5% to frontline employees versus 26.3% to each, supervisory and managerial positions).

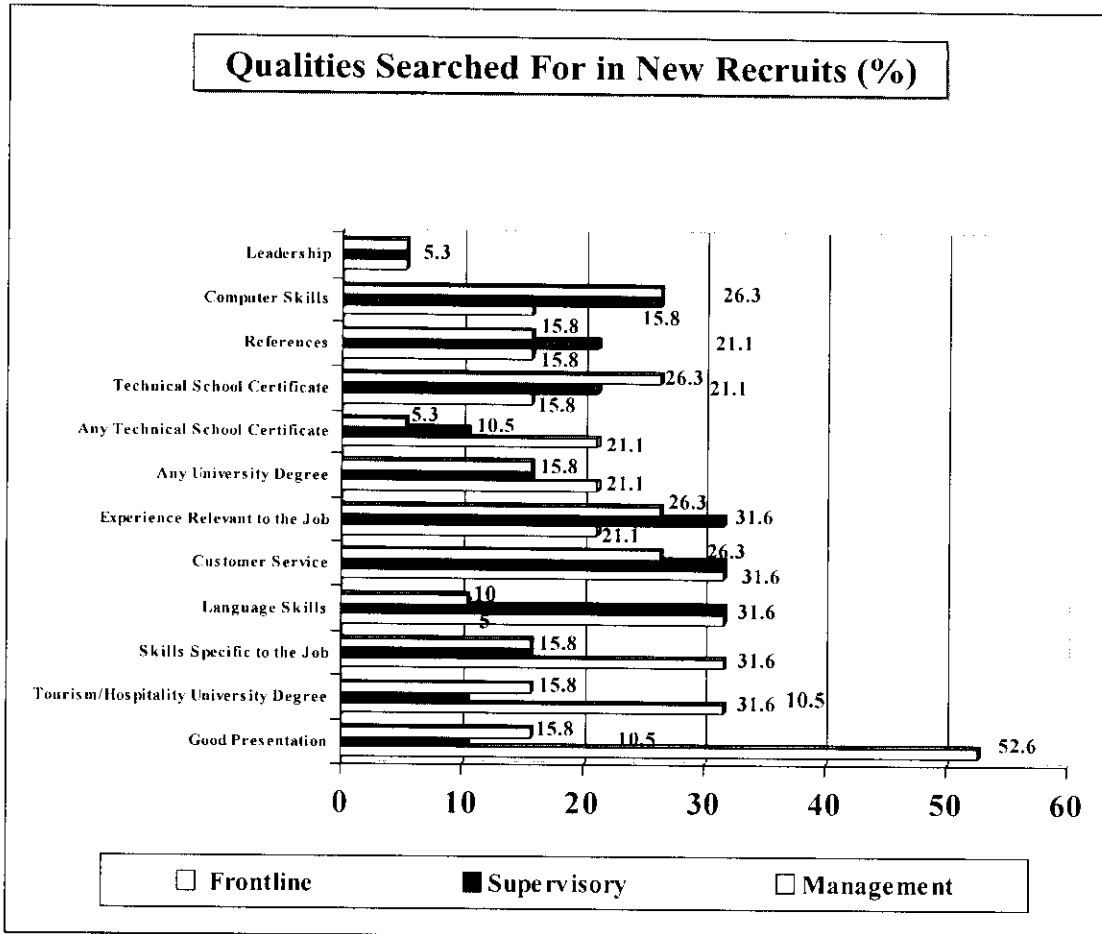
Figure 2



With respect to qualifications looked for in new recruits, customer service disposition ranked relatively high in all three categories, specially managerial and supervisory. Presentation ranked highest for front line employees, and experience ranked as high as customer service disposition for supervisory and managerial positions. Other important qualities were language and computer skills, job skills, and related certificates and degrees.

Figure 3 gives an accurate illustration of the important qualities with respect to the three categories of employees.

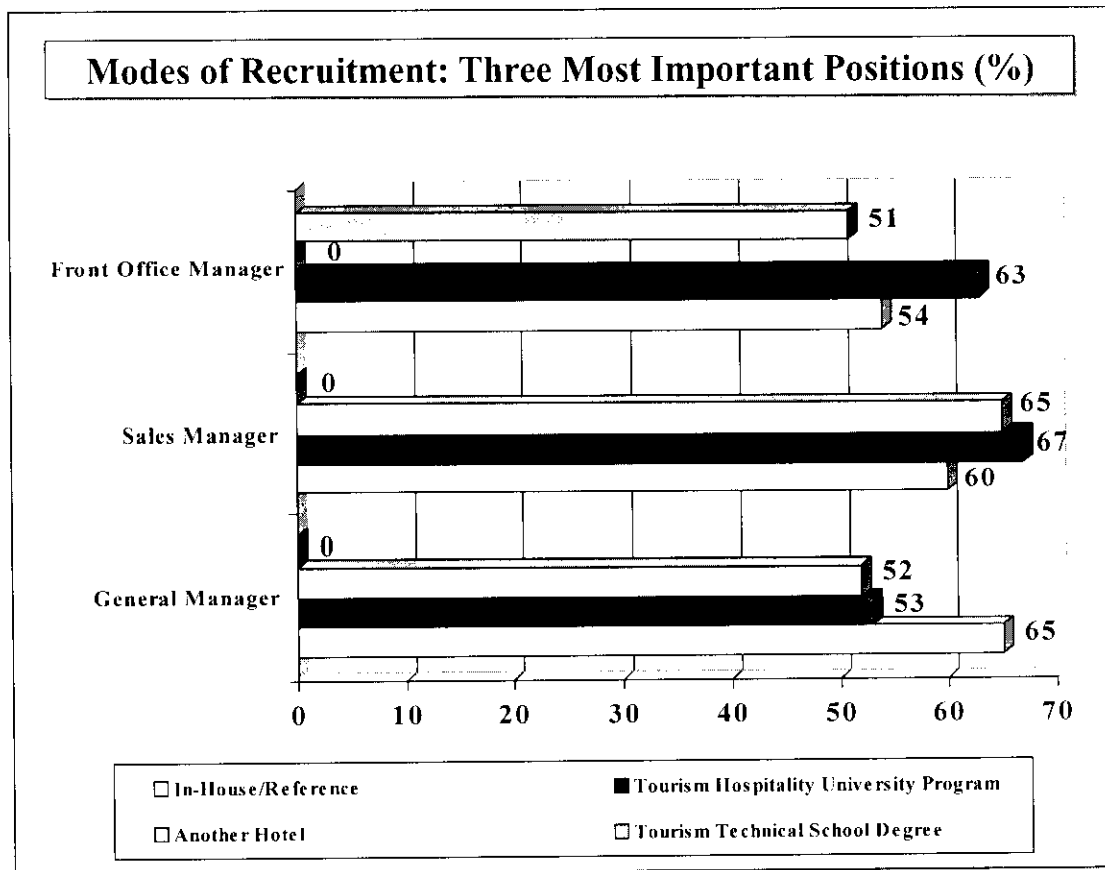
Figure 3



When asked about the three most important positions, the post of the general manager (28.9%), the front office manager (17.3%), and sales manager (13.5%) were regarded as the most important. Following, were the positions of the food and beverage manager, room divisions manager, and the finance director.

Accordingly, figure 4 depicts the modes of recruitment of the three most important positions. However, such modes, as indicated by the figure, are not the sole means of recruitment, meaning, for each position more than one mode is attributed.

Figure 4



Regarding newly recruited staff, 47.4% of the interviewees stated that new recruits had skill deficiencies. Accordingly, the highest percentage of these new recruits were hired from other related businesses (35.7%).

## Two. Difficulties and Obstacles

A significantly high number of responses indicated difficulties in hiring employees: 57.9%. Accordingly, the types of staff in greatest shortage varied in terms of highly skilled job descriptions (sales manager) and low skill job categories (chambermaid). Specifically, the following categories of employees were reported to be in short supply: front and back room managers, sales managers, receptionists, housekeeping supervisors, skilled housekeepers, chambermaid, and assistant chef. Concerning skill deficiencies, communication skills and cleaning expertise were perceived as the most important scarce skills with a 33% each, followed by, practical experience and tourism management with a 16.7% each.

The above indicates the obstacles faced in recruiting, ensuing, the problems faced in retaining personnel shall be reflected upon.

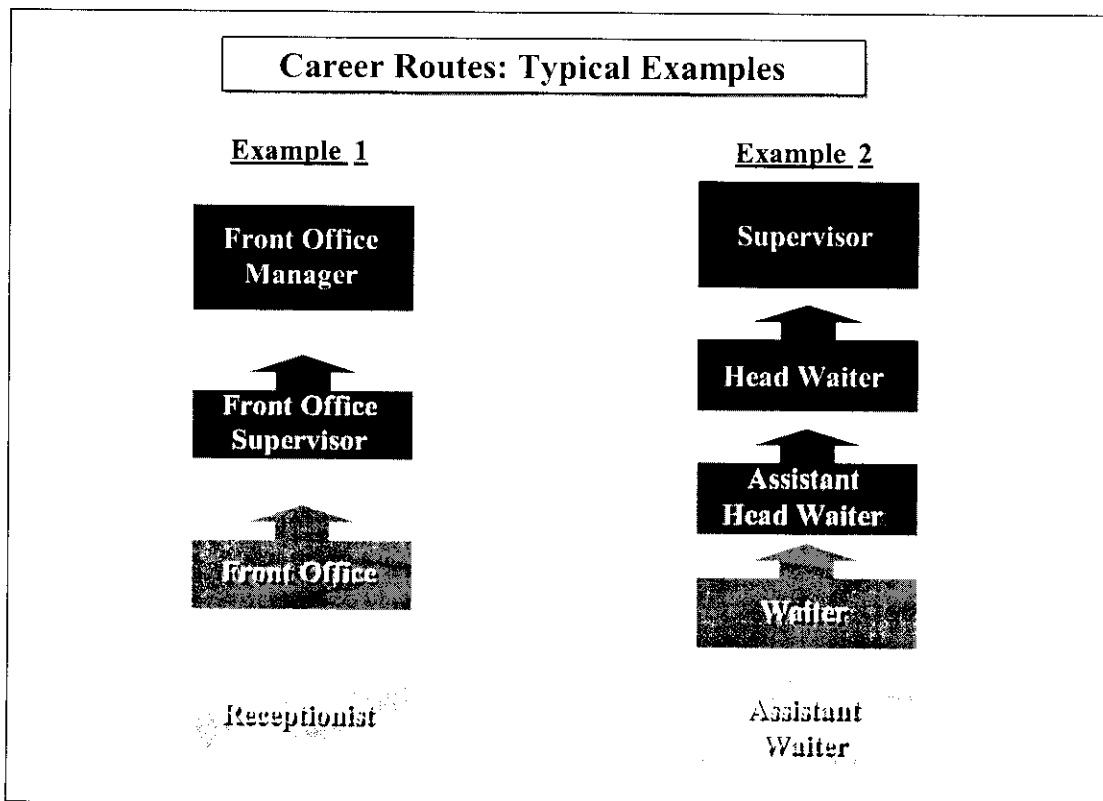
Correspondingly, turnover rate is relatively high regarding front line employees and tends to decrease when approaching managerial positions: 57.9% reported and average of a 27% annual turnover rate with respect to front line employees, 42.1% reported an average of a 25% regarding supervisory positions, and 21.1% of the interviewees reported an average annual turnover rate of 20% in terms of management positions. The remaining companies stated that they experienced virtually a lack of employee turnover; 42.1% of front line employees, 57.9% of supervisory employees, and 78.9% of managerial positions.

Along the same lines, interestingly, interviewees stated that 57.9% of those who left their company went to other related businesses. In reinforcement, the reasons attributed for resignation were financial factors (better salaries; 50%), followed by better available positions (15%), could not fit in the work place (15%), and a lack of career advancement opportunities (10%).

Better salaries as a reason for resignation were more or less justified when interviewees responded to a question on estimated salaries. Accordingly, salaries are relatively low (in comparison to regional countries): head managers receive an average estimate of \$1525, junior managers receive an estimate \$1100, supervisors approximately \$710, and front line employees \$400.

On a different scale, while apparently ten percent resigned due to a lack of career advancement opportunities, the examples of career routes cited by respondents were somewhat impressive. Following are two examples (figure 5).

Figure 5



### 3. Education and Training

More than three-quarters of the respondents affirmed that a technical school certificate or university program degree elevates the prospect of recruiting an applicant. And, all agreed that students should get more practical experience as part of their studies. Accordingly, table 1 illustrates the major technical schools and universities that offer tourism related programs, as declared by the survey results, along with their ratings.

**Table 1**

<b>Rating of Familiar Educational Institutions (%)</b>					
<b>Institutions</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Bad</b>
<b>NDU (19.6%)</b>	9.1	31.8	50	--	9
<b>LAU (16.1%)</b>	7.4	26	44.4	7.4	14.8
<b>Kafaat (14.3%)</b>	7.4	26	48.1	--	18.5
<b>(12.5%)</b>	4.3	21.7	52.2	4.3	17.5
<b>Lebanese University (10.7%)</b>	9.1	9.1	72.7	--	9.1
<b>C &amp; E College (5.4%)</b>	--	37.5	62.5	--	--
<b>USJ (5.4%)</b>	--	20	60	--	20

The greatest deficiency in the programs was that of a lack of practical experience (41.7%), followed by a lack of new technical training (25%), lack of management skills (16.6%), a deficiency in language skills (12.5%), and insufficient communication between these institutions and training establishments (4.2%).

Along the same line, practical experience was suggested to take the form of internships in all departments for a duration period mainly between three months (40%) and one year (33.3%), Additionally, 20% asserted that it should last for three years, and 6.7% believed training should last as long as possible. Encouragingly, 78.9% professed that their company provides internships to students; mainly seasonal and in various departments.

Nonetheless, when asked whether their company provides in-house training or has a training department, 47.4% stated that such does not exist, and 89.5% did not hire an external trainer or training organization last year. Moreover, only 5.3% use external training. In companies whereby training is provided, it is rendered mainly for all categories of staff as well as new recruits, and such courses are generally perceived as very effective (69.2%).



#### 4. Communication Channels and Actions to Enhance Human Resources

As already stated, communication amongst companies in the sector, and between them and the government, technical schools, and universities, could greatly enhance the performance of human resources. Unfortunately, such communication channels are virtually non-existent: 94.7% stated that no communication prevails with the government, 78.9% declared no communication between companies, 57.9% attested to the lack of communication with technical schools, and 52.6% stated that no communication prevails between companies and universities. As can clearly be deduced, the greatest communication channels are among companies and technical schools as well as universities. The type of prevalent communication mainly revolves around recruitment and internships (66.7%), following were syndicate meetings (25%), and lastly, meetings within chains (8.3%).

With respect to actions being taken to enhance the role of human resources in the sector, it was mainly stated that only private initiations took place, such as training courses by companies (42.8%). Other mentioned initiations include the shopping festival (28.6%), the expansion of related programs by schools and universities (14.3%), and other activities (14.3%).

### 2nd. Restaurants

In general, and as shall be observed from the following section, the results of the restaurant sub-sector were rather similar to those of the hotels. Such similarities are for example, in terms of fluctuation trends, qualities searched for in new recruits,

#### 1. Employees- Number, Fluctuation, and Categorization

According to the eight restaurants that were interviewed, the average number of employees per company was 44, whereby the company with lowest number of employees employed ten, and the highest was seventy.

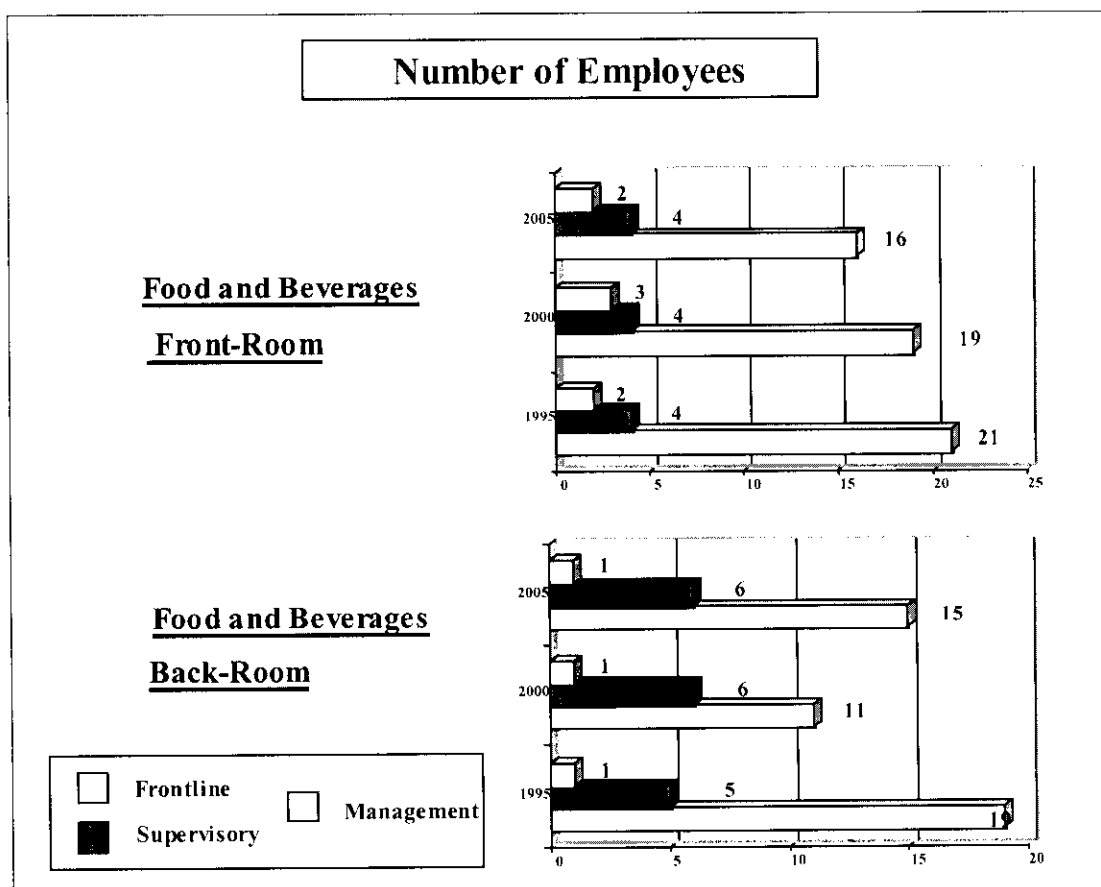
Similar to the hotel sub-sector, restaurants reported a decrease in the number of employees in the last five years, however, a significantly higher number reported such a decrease (62.5% as opposed to the responses by hotels of 42.1%). Correspondingly, the average percent of decrease was estimated at 30%.

Again, similar to the hotel sub-sector, three-quarters of restaurants reported a constant rate of employment for the coming year.

With respect to categorization of employees, the average number of those that fall into

In general, as illustrated in figure 6, in 1995 the number of employees in the restaurant sector was at its peak. Although in 2005 the number is expected to increase again, it is not conceived to reach the 1995 figures. As stated earlier, the expected increase is most likely the result of the anticipated peace in the region.

**Figure 6**

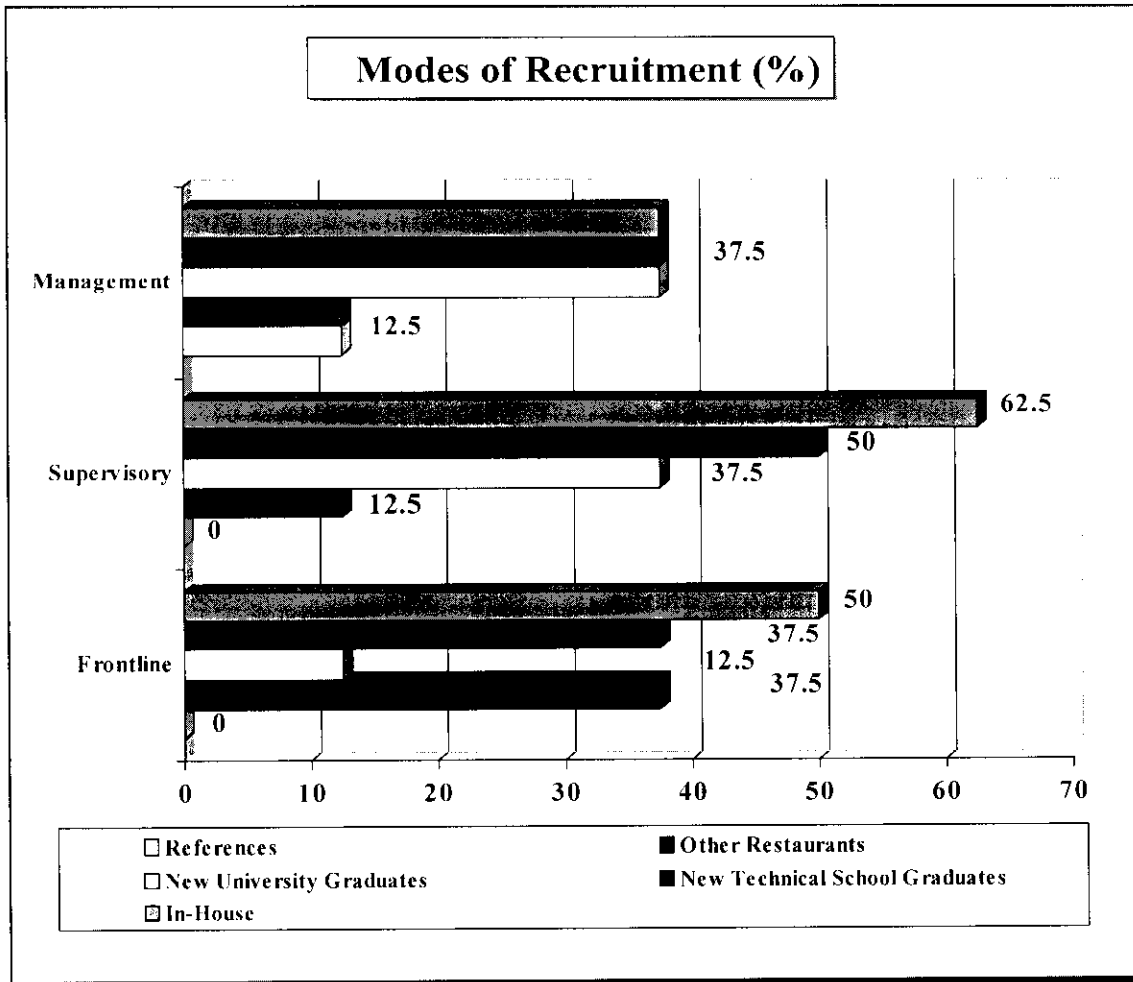


2. Recruitment

One. Modes and Qualities

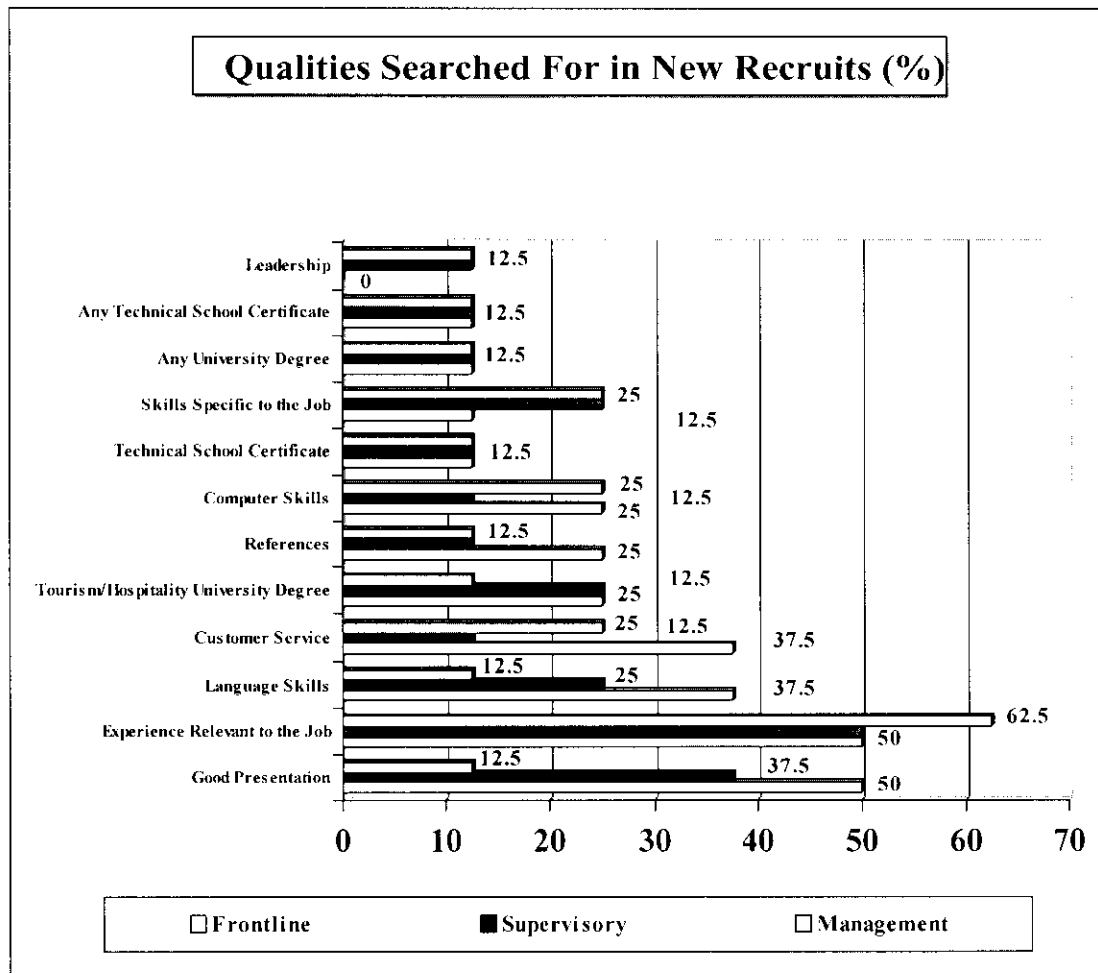
In all three categories of employment; front line, supervisory, and managerial, promotions from within the company were the most important modes of recruitment. In both, front line and supervisory positions, technical school certificates rated the second most important mode and were perceived to be more important than university degrees. However, in managerial positions, university degrees rated as important as technical school certificates (and as important as having an in-house prerequisite). Figure 7 illustrates the modes of recruitment: the importance placed on the different modes with respect to the three different categories of employees.

Figure 7



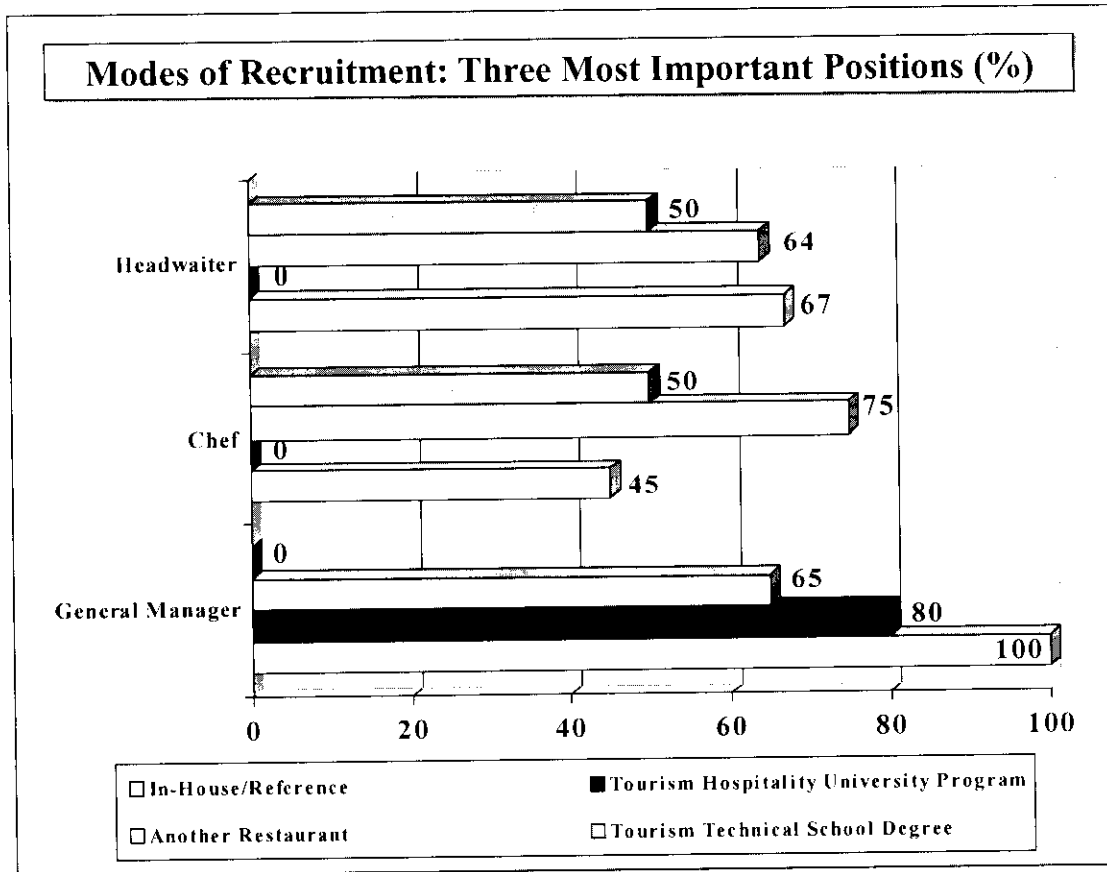
Regarding qualifications searched for in new recruits, experience relevant to the job was perceived to be the most important qualification looked for in all three categories; front line, supervisory, and managerial. Also important were good presentation, customer service disposition, and computer skills (figure 8).

Figure 8



Concerning the three most important positions, 25.1% of the respondents distinguished the general manager to be the most important, followed by the chef (20.8%) and the headwaiter (20.8%). The bartender, director of finance, and the front office manager ranked fourth with an 8.3% each. Finally, kitchen managers and public relations managers ranked last with a 4.2% each. Figure 9 illustrates the three most important positions and the modes upon which they are recruited.

Figure 9



## Two. Difficulties and Obstacles

Pertaining to newly recruited staff, only 37.5% of the interviewees declared that new recruits showed particular skill deficiencies. Conformably, 33.3% of these new recruits were employed from other related businesses, and a similar 33.3% were new university graduates.

However, three-quarters of the restaurants interviewed stated that they faced difficulties in recruiting certain staff categories. In that respect, the shortage of staff included the following: head waiters, assistant chef, chef de cuisine, female waitresses, managers and night shift waiters (in order of greatest shortage).

In terms of the skills that were conceived to be in short supply, practical experience ranked highest (60%), followed by tourism management (20%) and communication skills (20%).

While the section above depicted the obstacles faced in recruiting personnel, the following shall address the concurrent problems in retaining staff.

Interestingly, the restaurant sub-sector appears to be facing lower turnover rates as compared to the hotels; an average of 15% annual turnover rate was declared by 62.5% of the restaurant sector regarding front line employees, 25% of the restaurants stated an average annual turn over rate of 5% in supervisory positions, as well as managerial positions. The remaining 37.5% and 75% respectively declared a virtually non-existent turn over rate. Despite the differences in percentage figures, the trend of higher turnover rates in front line employees, as contrasted to supervisory and managerial positions, is similar to that of the hotels sub-sector. It could be deduced that this is due to better career advancements, salaries, and a sense of satisfaction.

Along the same lines, it was affirmed that 75% of employees who left the companies sought employment in other related businesses. Correspondingly, 45.5% stated that employees resigned as a result of better available positions, 36.3% due to financial reasons (better salaries), 9.1% as a consequence of a lack of career advancement opportunities, and a similar 9.1% to continue their education.

Despite salaries in the restaurant sub-sector being higher than those in the hotels (varying from approximately \$2150 for head managers to \$500 for front line employees), salaries are still relatively low when compared to other countries. Nevertheless, the comparatively higher salaries (versus hotels) could be an indicator for two differentials between hotels and restaurants in Lebanon. First, restaurants experience general lower turnover rates, and secondly (a related issue), financial reasons are not given as the prime reason for resignation as was the case in the hotel sub-sector.

Although the major reason cited for resignation was better available positions, a typical example of a career route revealed was that of a dishwasher becoming a supervisor through being an assistant waiter, an assistant headwaiter, and a headwaiter.

### 3. Education and Training

Three-quarters of the interviewed restaurants stated that a technical school certificate or university degree elevates the prospect of recruitment, and all agreed that students should get more practical experience as part of their studies in the form of internships in all departments of the industry. In terms of the duration of such experience, 85.7% claimed it should comprise three months and 14.3% declared that it should last for a year.

and universities in the field, table 2 depicts details of the results. As illustrated, most

perceived lack of experience as being the greatest deficiency in the current educational system. This is followed by a lack of new updated technical training (20%), an absence of a fast food concept (20%), and a deficiency in language skills (10%).

الجمهورية اللبنانية

مكتب وزير الدولة لشؤون التنمية الإدارية  
مركز مشاريع ودراسات القطاع العام

**Table 2**

<b>Rating of Familiar Educational Institutions (%)</b>					
<b>Institutions</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Bad</b>
<b>Ecole (22.3%)</b>	--	50	50	--	--
<b>Kafaat (22.2%)</b>	--	--	50	--	50
<b>NDU (11.1%)</b>	--	100	--	--	--
<b>C &amp; E College (11.1%)</b>	--	100	--	--	--
<b>LAU (11.1%)</b>	100	--	--	--	--
<b>SOS Technical School (11.1%)</b>	--	100	--	--	--
<b>Lebanese University (11.1%)</b>	--	100	--	--	--

Reinforcing the importance of internships, 62.5% stated that their companies provide work placements to students. Such programs take the form of training in various departments, mainly waiting tables and seasonal internships (33% for each).

Discouragingly, all interviewed restaurants proclaimed that they did not hire an external trainer or training organization last year, however, a relatively high 62.5% asserted that they have an in-house trainer or training department. Accordingly, training is mainly for both, existing staff and new recruits (80%). Nevertheless, while 30% stated that training is for all categories of staff, 20% declared that it was only conducted for managers, and the remaining 50% were equally distributed to training front office managers, bartenders, chefs, and supervisors. Also, encouragingly, was the fact that 75% of restaurants stated that if employees had skill deficiencies, they would be trained; only 25% stated that they would recruit new staff. Along the same lines, 57.1% found training to be effective and 42.9% found it to be very effective.

#### 4. Communication Channels and Actions to enhance Human Resources

As stated earlier, communication channels are vital for the enhancement of human resources. However, they are very minimal in the restaurant sector; only 25% affirmed that communication with the government is prevalent, 12.5% declared that communication with other restaurants exist, 25% stated that there are communication channels with technical schools, and only 12.5% asserted that communication channels with universities prevail. In these relatively low communication channels, the type of communication that dominates relates to internships (66.7%). The remainder 33.3% regards meetings within chains (mainly for international chain restaurants).

With respect to actions currently taken to enhance human resources, 50% of the restaurants attributed such actions to training courses, and the remaining half attributed them to the shopping festival.

### 3rd. Travel Agencies

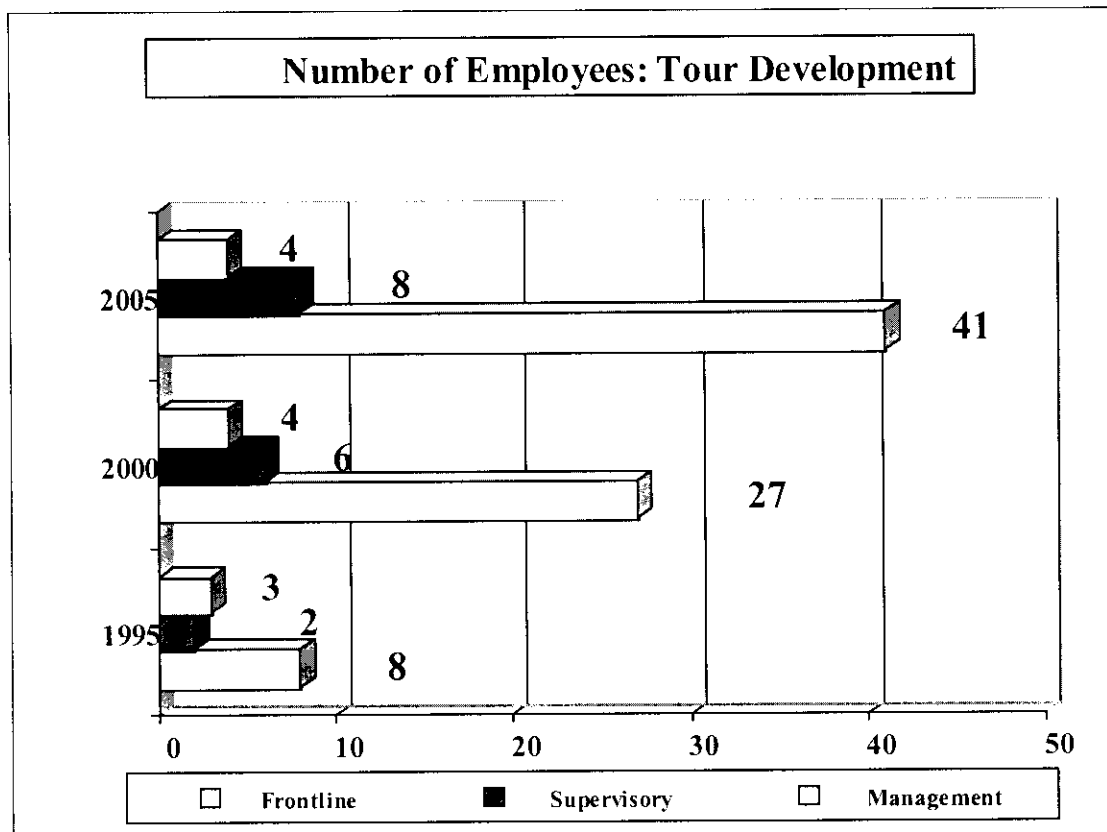
#### 1. Employees- Number, Fluctuations, and Categorization

The average number of employees in the four travel agencies that were interviewed was 32. The highest number of employees was 62 in one of the travel agencies, and

Similar to the hotels and restaurants sub-sectors, seasonal employment, very often, conducted in the form of internships played an important role.

However, in total contradiction to the results of the hotels and restaurants, 75% of total travel agencies reported an increase of approximately 80% of their employees in the last five years, and the remaining 25% declared a stable number of employees. Concerning the coming year, half of the travel agencies estimated an increase in the number of employees. Figure 10 affirms the above assertions, specifically with regards to front line employees.

**Figure 10**





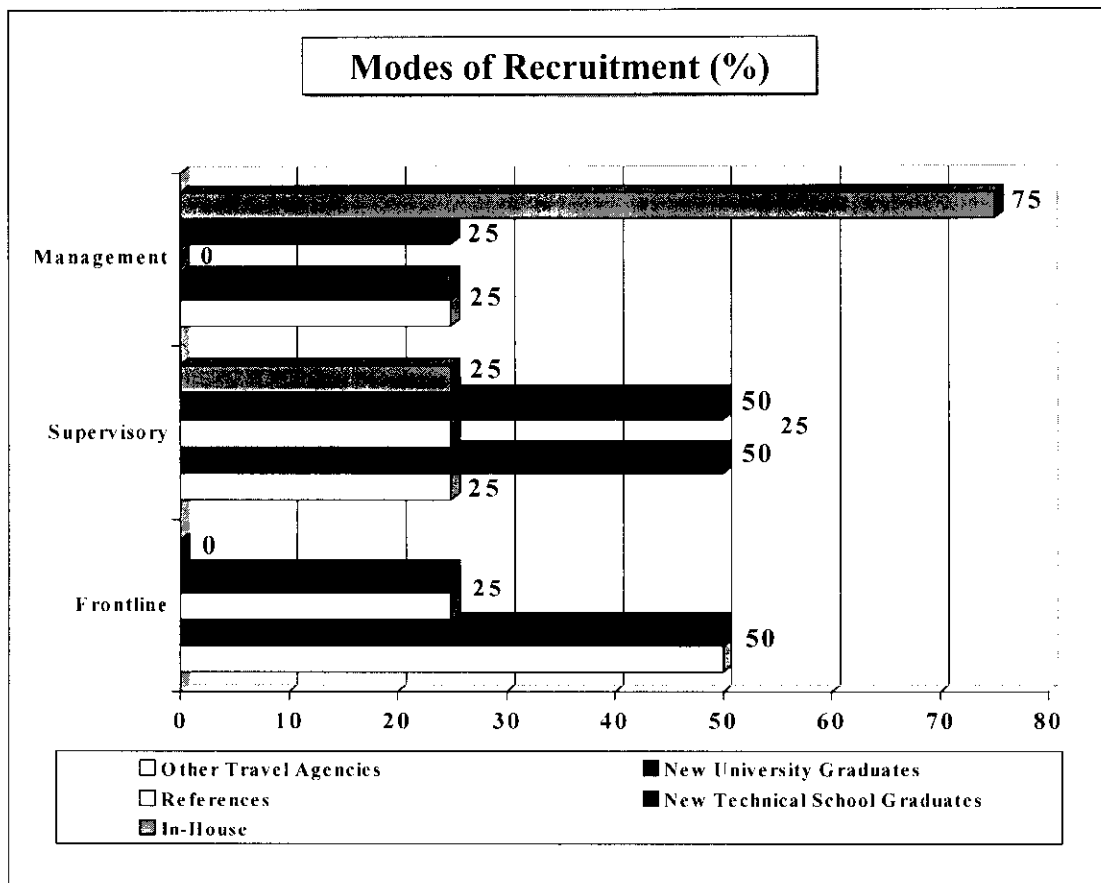
Such a contradiction between the sub-sectors could be the result of the expansion of current travel agencies (some of the interviewed companies have recently opened other branches; this would be less likely to occur with hotels and restaurant) and due to the relatively low number of interviewed travel agencies.

2. Recruitment

One. Modes and Qualifications

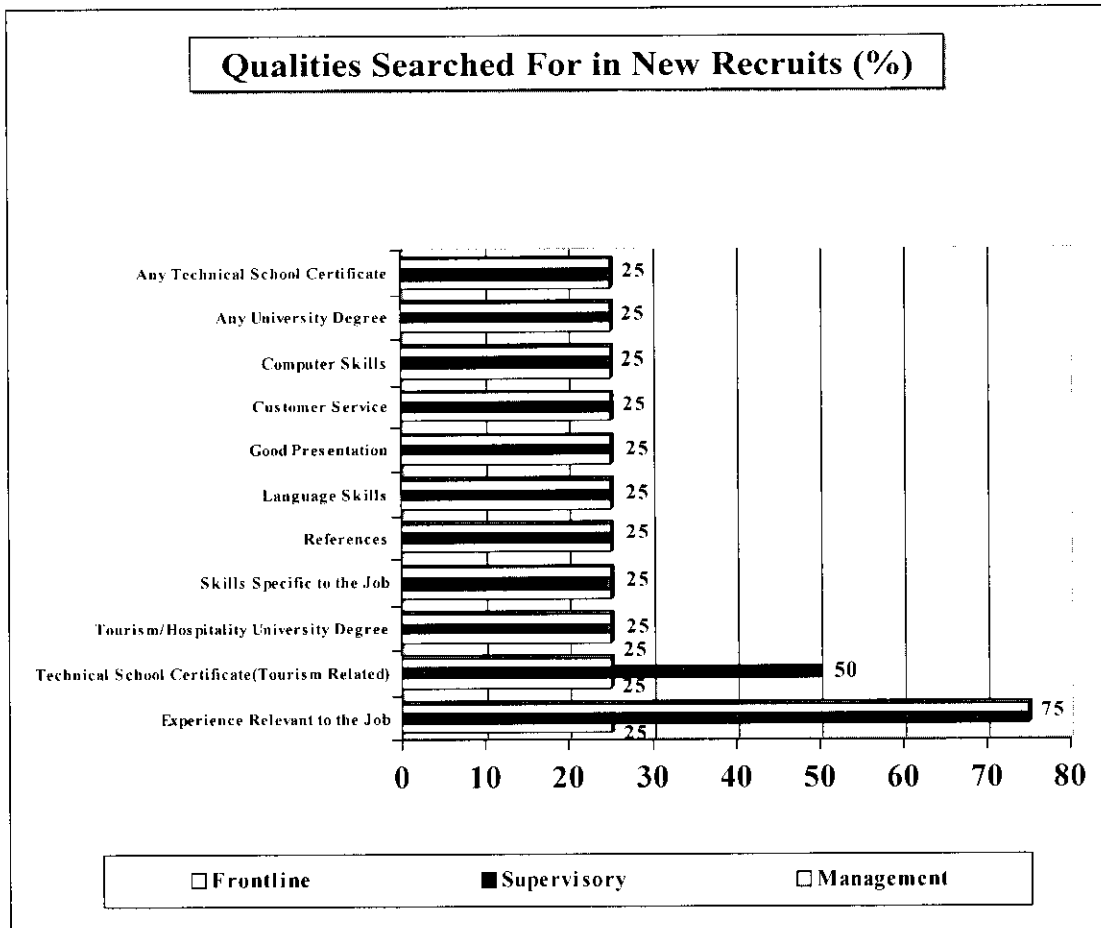
The most important modes of recruitment for travel agencies are new university graduates and recruitment from other travel agencies in terms of front line employees. In the supervisory priorities are given to technical school and university graduates. And 75% of managerial positions are a result of in-house promotions (figure 11).

Figure 11



Concerning the qualifications looked for in new recruits, as figure 12 illustrates, no specific qualification is required for front line employees; all qualifications are of similar importance. However, both supervisory and managerial positions require that the applicant should have experience relevant to the job.

Figure 12

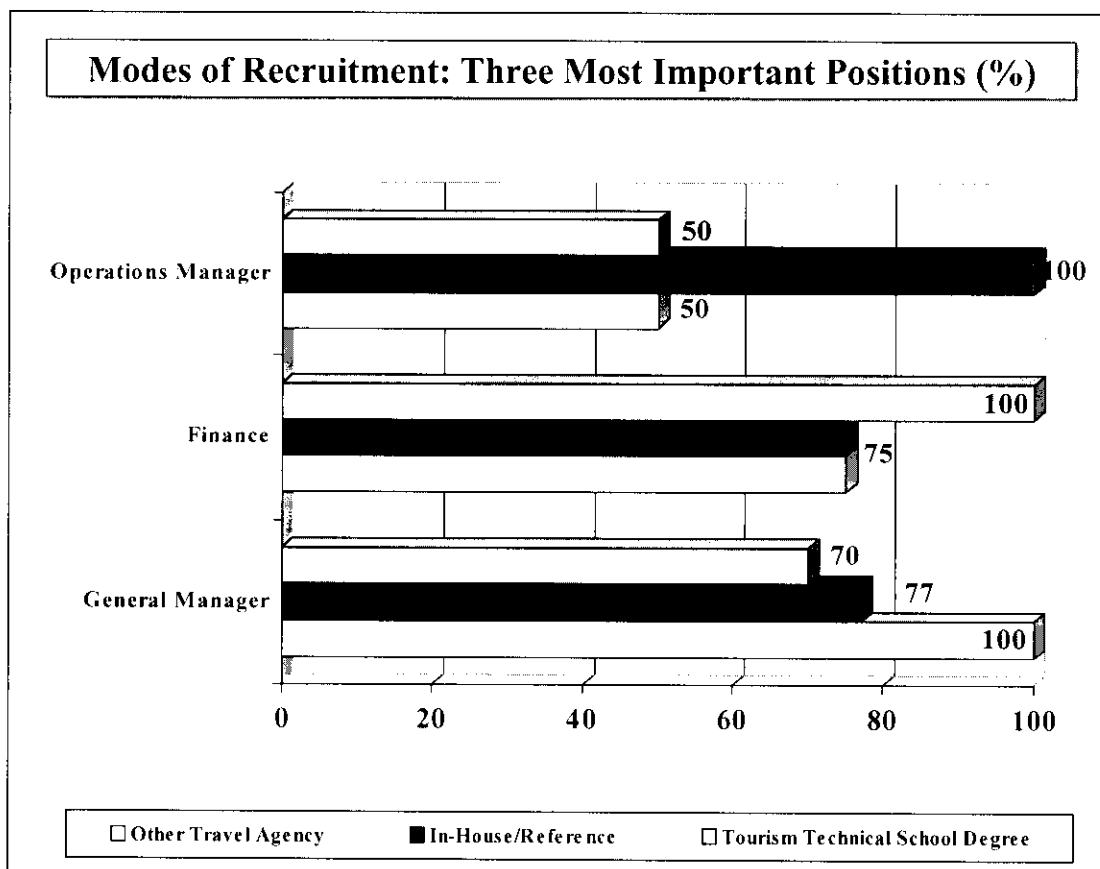


In response to a question relating to the three most important positions regarded by travel agen

coordinator (8.3%), and the director manager (8.3%).

Figure 13 indicates the modes in which the three most important positions are recruited.

Figure 13



With respect to the newly recruited employees, only 25% of the travel agencies stated that new recruits had particular skill deficiencies. Accordingly, these employees were recruited from technical schools (33.4%), universities (33.3%), and related businesses (33.3%).

## Two. Difficulties and Obstacles

Three-quarters of the travel agencies asserted that they faced difficulties recruiting certain categories of staff. Namely, ticketing and reservations employees, accountants, and receptionists. The skills that were perceived to be in short supply included practical experience (similar to hotels and restaurants) and computer booking skills.

Regarding the obstacles confronted in retaining employees, as opposed to recruiting new staff, the travel agencies sub-sector experienced the lowest turnover rates. Correspondingly, an average annual turnover rate for front line employees was 13%, while the turnover rate for supervisory and managerial positions was virtually non-existent. Accordingly, 50% of the employees who left the respective companies went to other related businesses, and the remaining 50% went abroad. Along the same lines, the major reasons for leaving were that they either did not fit in (66.7%), or they found better available positions (33.3%).

Though better salaries were not stated by the interviewees as a reason for resignation, in view of the salaries offered, it would not be surprising if resigning due to financial factors played a considerable role. Similar to the hotels and restaurants sub-sectors, the salaries offered in the travel agencies sub-sector are relatively low if compared to other countries. Salaries varied from \$1800 for head managers, to \$500 for front line employees, with junior manager receiving approximately \$1200 and supervisors receiving an average estimate of \$950.

As was indicated in previous sections, though a lack of career advancement opportunities was stated as a relatively major reason for resignation, the example of career routes given by some of the respondents appears to undermine the reason. A

becoming a sales manager. The transitional stages were ticketing and assistant to the sales manager.

### 3. Education and Training

All respondents asserted that having a technical school certificate or university degree tends to levitate the prospect of employment. Along the same lines, three-quarters agreed that students should get more practical experience as part of their education. Similar to the hotels and restaurants sub-sectors, such practical experience was suggested to take the form of internships in all department types for a period of three months (66.7%) up to a year (33.3%).

In terms of the perceptions and evaluations of travel agencies regarding educational programs currently available in Lebanon, table 3 illustrates their ratings of these programs and the institutions which they are mostly familiar with.

**Table 3**

<b>Rating of Familiar Educational Institutions (%)</b>					
<b>Institutions</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Bad</b>
<b>Lebanese University (18.8%)</b>	--	20	60	--	20
<b>USJ (18.8%)</b>	11.1	11.1	55.6	--	22.2
<b>Francell (18.8%)</b>	12.5	25	50	--	12.5
<b>Pigier (12.5%)</b>	--	--	75	--	25
<b>Ecole (12.4%)</b>	25	50	25	--	--
<b>C &amp; E College (6.3%)</b>	--	--	100	--	--
<b>AUC (6.2%)</b>	--	--	100	--	--
<b>CIS (6.2%)</b>	--	--	100	--	--

#### 4. Communication Channels and Actions to Enhance Human Resources

In view of the importance of communication between industry player as a means of developing human resources, it is rather discouraging that according to the responses in this sub-sector, there is no communication between the government and travel agencies to enhance human resources. Communication between travel agencies and schools was declared by 35% of the respondents, a similar response was asserted with respect to communication channels with universities. However, communication amongst travel agencies concerning human resources was relatively high (50%).

Again, similar to hotels and restaurants, the communication that prevails revolves around internships and recruitment (33.4%), syndicate meetings (33.3%), and marketing of tours and products (33.3%).

In terms of the actions taken by industry players to improve the workforce in the industry, travel agencies conceived the following to be the main actions: airport reconstruction (33.4%), hotels booking prices (33.3%), and the provision of health insurance to employees (33.3%).

#### **D. Results: Additional Information in the Interviewing Process**

As a means to justify and verify some of the responses given during the survey process, the following section seeks to provide additional information given by the interviewees which are greatly relevant though not directly address the target issue.

With respect to the first part of the survey relating to employment, it was revealed that, in general, seasonal employment is greatly required (particularly during the summer). Thus, it appears that several companies that provide internship programs do so since it serves their purpose because most educational training occurs during the summer. Therefore, had the demand for seasonal employment been low, such internship provisions could have also been reduced,

While reflecting upon internships, several companies asserted that interns were not motivated to learn. Moreover, the schools were, apparently, not serious about such internships; no follow up on progress is ever conducted, nor is feedback from student required.

In addressing the issue of employment, some institutions declared that the economic recession has had grave consequences on the type of employees sought. Accordingly, due to their inability to pay high salaries, such companies have often resorted to relatively less skilled and qualified labor. Correspondingly, some attested that the problem is not the availability of qualified personnel, rather it is their inability to employ any more personnel, in particular highly skilled labor with higher salary expectations.

An additional reason for that type of employment, specifically by the lower category companies, was the opening of new hotels and restaurants that motivated the resignation of employees, as well as lead to a reduction in their annual turnover sales. Henceforth, greater supply of hotels and restaurants, inevitable entail lower demand (due to dispersed demand as well as better available choices) which essentially imply a necessity to reduce costs and employ less (a reduction in number and quality). However, it is important to state that in many cases, these obstacles were perceives as relatively short term due to the anticipation of peace in the region which will be expected to entail greater economic activity.

In terms of recruitment modes and qualities searched for, as well as obstacles confronted, references were not regarded as a positive mode of recruitment except for cases whereby there was a need to recruit trustworthy employees for delicate matters. This is due to the mere fact that employment on the basis of references is perceived as employment on the basis of personal connections and not merit. On a similar scale, obstacles were faced in recruiting personnel for night shifts or personnel from the female gender. The reason behind that was believed to be related to cultural factors and tradition. In general, such jobs are seen as unacceptable by cultural social norms

major problem confronted regards professional ethics. It was asserted that employees do not feel either responsible or motivated, leading to constant complaining and a lack of initiative.

In addressing training programs, although many stated that they were effective, they were not provided by some and several of those that claimed to grant them merely provided cross training (i.e. employees training one another). Some respondents even attested that training employees is only a cost burden since their potential of leaving to other related businesses is high; hence, training would be a wasted investment. Along these lines, other companies stated that, often, employees resign due to being motivated by a \$50 higher salary per month.

## **VI. Further Information and Steps Taken to Enhance Human Resources**

The following section aims at revealing more in depth information on human resources in the Lebanese tourism sector. In doing so, first some data achieved through meetings with key industry players shall be addressed. Second, relevant information obtained from conferences will be reflected upon.

### 1st. Industry Players

A major cause for the obstacles faced regarding human resources in the sector is the war that lead qualified and skilled labor to seek job opportunities abroad. This entails two factors, first, the emergence of a less qualified and skilled workforce, and second, a gap in communication between Lebanese expatriates who have recently returned and the existing workforce.

Accordingly, the major skill deficiencies cited by these industry players were similar to the survey results. A lack of practical experience being a major deficiency, along with a deficiency in computer skills, customer service disposition, and good presentation. Additionally, a lack of professionalism in terms of working ethics (responsibility) confronted in human resources.

Along the same lines, the workforce appears to be highly ambitious but not permissive to the stages such ambition requires; front line employees expect managerial positions without going through the stages and processes necessitated by high level positions.

The inability to achieve these high positions as quickly as desired leads employees to seek other job opportunities in the hope of fast career advancements, higher wages, and less work in the process of reaching their goals. Conformably, industry players perceived the mentality of workers to be a major obstacle; it was declared that the labor force conceives an eight hour shift to be too long and too demanding, hence they seek other opportunities with the aim of less work for higher positions.

In that respect, the education system is also blamed; the curricula does not include enough emphasis on experience (hence, a provision for greater skill and a justification for promotions), professional ethics, and tolerance. Rather, the education system aids the development of the attitude that with a degree or school certificate a higher level position is automatically guaranteed.

With respect to internships, though they could be very effective, it was stated that standards. On a similar scale, internship programs with a duration of only three months are not effective either; the student requires more time to assimilate all responsibilities required. If the survey results were recalled, it would be realized that in most cases, the suggested duration was three months. Thus, industry players do not appear in agreement as to how long training is deemed essential.

Finally, industry players agreed that while the deficiencies stated above were valid, highly skilled and qualified human resources are available, however, due to the economic recession, often institutions recruited less qualified personnel to avoid the cost burdens (salaries and perks) entailed by highly qualified human resources.

Nonetheless, the above statements could be refuted by the fact that, ironically it was declared that while in general occupancy rates in the hotel industry in Lebanon are low (20% on average per year), one of the most prestigious and expensive hotels has the highest occupancy rates of 80%. Accordingly, the reasons given for the low occupancy rates were twofold. First, because of the economic recession, which entails an inability to employ highly qualified personnel or train existing personnel. Second, room rates are high. Nevertheless, the hotel quoted to have the highest occupancy rates over passed the above obstacles. Accordingly, its room rates are among the most expensive in Lebanon and it invests a great amount of time and effort at training its personnel.

In other words, while the economic recession is blamed for a lack of training, a lack of skilled personnel, and a lack of occupancy rates, certain hotels have disproved these consequences by proving that room rates could be high and occupancy would remain high if a great amount of investment is dedicated at providing ultimate services, in other words, developing human resources.

## 2nd. Conferences Aimed at Enhancing Human Resources

As further means to gain greater knowledge on human resources in general, and on mechanisms to enhance human resources in the tourism sector in Lebanon in particular, two conferences were attended. The first was conducted by the Lebanese American University (LAU) on March 9-

th,

In doing so, not only was more data obtained, but there was an important indication in line with the objective of this study; namely, in a period of one month two initiatives were undertaken towards the enhancement of human resources. Henceforth, it could without doubt be asserted that there is a considerable awareness for the necessity to enhance the development of human resources in Lebanon and in the tourism sector in specific.

In the previous sections of the report, the perceptions of tourism institutions towards the workforce were addressed; the obstacles confronted, the prevalent skill deficiencies, the inadequacies of training programs and the educational systems, as well as other relevant factors. The aim, hereafter, is to address the tourism institutions (the companies and the owners) on how to overcome existing hindrances concerning human resources; rather than to focus on the obstacles of recruiting, the focus is on retention of the workforce and utilizing the available situation.

### 1. \_\_\_\_\_

The need for adaptation into international trends of human resource management was highlighted. According to Mr. Toufic A. El-Chaar (Competency-Based Systems of the

acknowledged as the prime function of HR for the next decade and even longer

employees, investment in the acquisition of knowledge and skill, and the advancement of human competence are major implications of human resource management presently.

Accordingly, among the mechanisms to be applied for the retention and enhancement of employees is to provide certain training programs. Nonetheless, while certain human resource solutions may succeed in one organization, they may drastically fail in another. Several factors are to be accounted for in establishing training programs, such as, culture and particular work environment. Conformably, the work environment is often the major reason behind irresponsibility, laziness, and a lack of motivation.



Additionally, other major reasons why training does not often fulfill its objectives is that it is often implemented for the wrong reasons; in some cases employees might not be performing well due to a feeling of dissatisfaction rather than a lack of skill.

Therefore, it is crucial for companies to provide training programs that (though generally standardized) relate to their own institutions, culture, and work environment, as well as to create an environment that permits feelings of satisfaction, recognition, and rewards.

## 2. \_\_\_\_\_

Training and educational tourism related institutions in Lebanon have progressed greatly, however, as a consequence of globalization and, hence, global changes, such institutions have to progress further and assimilate globalization. According to Dr. Serge Perrot (Honorary Inspector for Hotel & Tourism Education in France) in addressing training institutions, a few years back Lebanese universities hardly provided any training in the tourism sector, presently some training is provided yet it is not enough. Training courses should not remain at the local level but should account for international openness. Along the same lines, coordination should prevail between local institutions and others located in the international arena in terms of curricula, training, and internships. In other words, training has to be perceived as an investment rather than a cost burden; it implies progress not regress.

Reinforcing the above, it was stated that unlike periods in the past whereby having a degree or technical certificate qualified as highly skilled, presently, training and education are regarded as life long processes and assimilation to the rapid changes taking place.

Thus, as a means to engage in the life long learning process, training programs are among the ultimate mechanisms to be applied. Accordingly, such programs, though adaptive to institutions, should be of a relatively standardized form (to ensure high standards). The World Tourism Organization (WTO), represented by Mr. Lionel Becherel, highlighted the importance of a need for high standard training programs to provide high quality personnel, which will inevitably entail high qualities of services. Correspondingly, the WTO has engaged in the establishment of a network comprising sixteen universities, regarded as among the best worldwide, in order to achieve a relatively uniformed and high standard training program.

In view of the survey results and the suggestions gathered from the conferences, it could be clearly asserted that while the deficiencies in human resources in the tourism sector are prevalent in the manner attested by the results, their solutions appear (in accordance to global trends) to be greatly dependant on the industry players themselves. As has already been emphasized in this section, and in agreement with an article issued by the Daily Star on April 1<sup>st</sup>

select and retain the best employees, and ensure their satisfaction. This entails maximum retention which inevitably minimizes turnover, leading to better services and higher profits.

## **VII. Analysis: Application of the Survey Results to the Current Situation in Lebanon and the Global Arena**

In brief, it could be implicitly stated that in all three sub-sectors (hotels, furnished apartments, and resorts, restaurants, and travel agencies) of the survey, the obstacles confronted in human resources were regarded as mainly a consequent of three factors. Namely, the labor force itself (lack of motivation, lack of professional ethics, the

Lebanon is going through which, according to the interviewees, leads to an inability to employ highly skilled and qualified personnel or train the prevalent workforce since it is too costly.

Along the same lines, the background information provided also acknowledges, by and large, similar obstacles. Accordingly, the problems are three-fold. In the first place, the migration of skilled labor as result of the war initiated the process of relatively unskilled and under- the Lebanese made names for themselves within the hotel industry outside Lebanon,

April 6, 2000)). This evidently could create a major crisis taking into account the establishment of new international companies in Lebanon and their need for skilled human resources. Additionally, even more grave, is the fact that Lebanon is a destination that has been targeting higher-end tourist segments who, by definition, conducted by LCPS).

Secondly, the shortcomings of human resources are in general perceived to be the consequent of various factors. These include educational training, culture (norms, environment and career advancements. Concerning the deficiencies of the educational system, they could be summarized as being too theoretical, fragmented, not adaptive to market needs and international standards, and that the actual trainers appear to lack the required expertise.

Finally, the virtual lack of communication channels undertaken by industry players. Accordingly, despite an impressive and increasing number of programs (university and technical school) available, communications between them and tourism companies is not significantly prevalent. Whether such communication takes the form of recommendations and cooperation regarding the curricula, specific types and standards of internships; including follow up on behalf of the educational institutions (not only the provision of internships as is currently being done), or training and updating full time employees, or whether it takes the form of seminars, workshops, and other means, there is no doubt that communication channels enhance the development of human resources. It should be noted that communication channels do not have to be limited to communication between educational institutions and companies, but also with the government and other similar companies.

In an effort to overcome these obstacles, there is an increasing awareness of the necessity to improve upon the educational systems and increase training programs. However, in comparing the survey results to the materials gathered from conferences and other initiations, it is unfortunate to realize that though the development of human resources is deemed essential, and even though it is a matter of fact that labor lacks skills, motivation, ethic, and several other deficiencies, the measures suggested for adoption by professionals in the field do not appear to correspond to the responses provided in the survey.

Accordingly, companies appear aware of the importance of training employees and of a coherent work environment, however, mechanisms to provide such modes of development are not applied. Training provisions and the encouragement of a work environment that entails satisfaction, productivity, motivation, and retention of employees appears to be perceived as a cost burden rather than an investment that produces long-term profits.

This is not an attempt to negate the fact that human resources in the industry are deficient in several ways (i.e. deficient in themselves, not due to the companies), that the educational system requires improvement, and that it is imperative for the government to initiate actions to enhance human resources. Nonetheless, this is an attempt to state, as was clearly indicated earlier, that it is also essential for companies in the sector to realize the gravity of investing in their workforce. This could be achieved through providing an atmosphere that pertains to a feeling of satisfaction and responsibility, providing training programs that are in accordance to international standards as well as to the company in specific, and through adhering to quality standards certifications such as ISO 9000. In other words it is of necessity of companies to become aware of the benefits of such human resource investments rather than focus on the short-term costs entailed by such investments.

Thereafter, could the suggestions emphasized earlier be adopted. These suggestions include the importance of internationalization (in terms of training), of life long learning, and of coordination between educational systems in Lebanon and those in the global arena.

Professionalism should be enhanced beyond the vocational

## **VIII. Recommendations and Concluding Remarks**

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previously, tourism companies implicitly do not appear to cohere with such a perception. Though it might not be denied by companies that investments in human resources would eventually pay off, actions taken by tourism institutions do not adhere to such actions; perhaps due to economic reasons or other similar issues.

#### 4 Investments in Enhancing Human Resources

However, as the results indicated, that a need for enhancement of human resources, whether by means of education, training, or changing the attitudes of the workforce, was in general agreed upon by most companies. In other words, according to the results and the information provided, human resource development should take place, yet, tourism institutions seem to expect without any significant financial and other efforts.

Accordingly (as the results indicated), such initiations should take the form of improvements in the education system (more comprehensive and less theoretical), improving training, greater actions by the government, and an attitude shift by the workforce (greater motivation, responsibility, ethical, less demanding materialistically, and at the same time less ambitious or more patient in terms of career advancements). Nevertheless, very few respondents connoted that many of these advancements and developments depend on them; on their actions, initiations, and investments.

investing in human resources development in any type of organization were proven through scientific methods. Management training could be directly proportionate to enhanced productivity in a given work place. In other words, the efforts, financial as well as physical and mental, in such investments would essentially be not only justified but greatly worth while. Along the same lines, Mr. Michael Nowlis (Chief Executive in the Hotel and Restaurants Association, IH-RA) greatly supported and encouraged the idea of life-long learning. He declared that presently, as a consequence of globalization and rapid change, institutionalizing such change by means of remaining updated (through training and other similar programs that could be provided in a workforce) is among the most important means of guaranteeing success. Conformably, the Inter-Continental chains of hotels were given as an example of success as a result of their significant investment in training and life-long learning.

As a means to undermine the argument that such investments are too costly, it should be emphasized at this point, that the European Investment Bank has provided a significant loan with a relatively low interest for the purpose of hotel construction and

other words, facilities appear prevalent for the improvement of human resources in the industry.

#### 4 Quality Labor

On a different scale, another relevant recommendation regards the quality of labor required for the industry nowadays (Growth, Change, and Strategy in the International Food Industry). Presently, the competition for quality labor is increasing mainly as a result of the rapid technological improvements that essentially require greater skills. Hence, two issues are insinuated, namely, whether enough high quality labor prevails, and whether sufficient education exists to ensure quality labor.

Therefore, while the emphasis remains on investments by companies on training, an additional factor relates to the modes of recruitment in the first place. Companies, in order to assimilate to global changes, have to give greater importance to recruiting highly skilled labor. While in the past, semi-skilled labor could be employed, today, the international trend deems essential the prioritizing of certain qualifications and skills in recruitment related decisions.

#### ✦ A Pleasant Work Environment

Nonetheless, neither sole high investment on training nor sole emphasis on highly skilled and qualified personnel ensures success. These necessary actions need to be accompanied by company efforts to making the work place appealing. According to Hank Darlington (Daily Star, April 1<sup>st</sup>, 2000), there are several mechanisms of making production and better quality services; greater company success and profits. Among others, it was suggested that the work environment should be fair and consistent, that employees should be challenged, that communication channels in the work place should be regular, mistakes ought to be tolerated, and social activities encouraged.

#### ✦ Quality Programs, Standards, and Codes

Finally, and also regarding efforts to be undertaken by tourism institutions along with other industry players, Mr. Lionel Becherel (WTO representative) sought to expedite upon the relative standardization of training programs with respect to high quality standards. Accordingly, the WTO established a network of sixteen universities worldwide to promote high standards. Moreover, TEDQUAL, GTAT (courses, exams, and certificates), and the THEMIS foundation have all been developed, in an effort through the WTO and with its coordination, to enhance the quality of tourism education.

In this regard, it is encouraging to note that two GTAT courses have been conducted in Lebanon (one addressing custom officials at the airport and another was implemented for ministry employees). However, since human resources in the tourism sector in Lebanon are crucial elements for, not only the development of the sector, but also for the Lebanese economy as a whole, such GTAT courses, exams, certificates, as well as other similar programs including quality certifications (ISO 9000 and HACCP) should be a priority target by all industry players. These include the companies, the government, training organizations, and educational institutions.

Hence, the above recommendations focus on four major aspects; investment in training, the need to focus on high quality human resources, the creation of a pleasant work environment, and the importance of quality programs, as well as certifications.

The survey results insinuated that the will to apply the above recommendations is relatively scarce, though awareness of enhancement of human resources is high. With respect to investing in training, companies realize its importance but do not apply them, perhaps due to short run costs (though loans appear to be prevalent as well as examples of success). In terms of highly qualified labor, they are claimed to be either too demanding financially or short in supply.

Concerning the creation of a pleasant work environment to entail motivation, totally on the workforce for the absence of these qualities, rather than help reduce them by creating a work environment that permits such qualities and recruit the qualified personnel in that respect. With reference to engaging in quality programs, they are declared to be too expensive.

Lastly, and additionally, though on the survey results the government was not cited as initiating actions to enhance human resources, data from the WTO concerning GTAT courses indicated otherwise. The government was the only industry player that took part in such courses. Thus, this only highlights the importance of increasing communication channels amongst industry players as a final recommendation.

Therefore, in conclusion, in view of the problems stated by the survey results and in view of the reasons attributed to these problems: shortage of skilled labor, experienced skilled labor, deficiency in education, culture, values, attitudes of human resources, lack of communication, lack of governmental actions, and the economic recession, major efforts are to be conducted. However, these efforts are not only the duty of educational institutions, the government, and human resources, as implied by the survey results, though without doubt considerable progress is required with respect to the role of each of these industry players. They are also, and to a great extent, the duty, responsibility, and (should be) the priority of tourism institutions.

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- ↖ IH-RA White Paper on the Global
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- ↖ Toufic A. El- -  
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# **Annex: Questionnaire**



### Private Sector Questionnaire

Questionnaire # \_\_\_\_\_

Date \_\_\_\_\_

#### A. Company Details

1. Company Name: \_\_\_\_\_ 2. Sector: \_\_\_\_\_
3. Contact Person: \_\_\_\_\_ 4. Position/Title: \_\_\_\_\_
5. Address: \_\_\_\_\_ 6. Tel/Fax: \_\_\_\_\_
7. Is the company a subsidiary of a group, such as an international hotel management group?  
es  
If yes, please specify \_\_\_\_\_
8. When did you start operating in Lebanon? \_\_\_\_\_

#### B. Composition of Staff

9. How many permanent staff do you employ in Lebanon? (both full-and part-time workers) \_\_\_\_\_
10. How has this number changed over the **last five years**?
11. Very generally, do you consider that the number of people employed by your company will increase or decrease in the coming year?

14. Please provide an indication of the total figures and main categories of "employees" in your company. For example, if your company is a hotel, please specify for "lodging." If it is a hotel with restaurant/bar, please specify for "lodging" and "food and beverage." If it is a travel agency, please specify for "tour development/travel counseling."

odging

Number of Employees											
Year:	1	2	2	Year:	1	2	2	Year:	1	2	2
	9	0	0		9	0	0		9	0	0
	9	0	0		9	0	0		9	0	0
	5	0	5		5	0	5		5	0	5
<b>Lodging</b>											
<b>Frontline</b>			<b>Supervisory</b>			<b>Management</b>					
Skilled			Skilled			Skilled					
Unskilled			Unskilled			Unskilled					
<b>Food and Beverage Front Room</b>											
<b>Frontline</b>			<b>Supervisory</b>			<b>Management</b>					
Skilled			Skilled			Skilled					
Unskilled			Unskilled			Unskilled					
<b>Food and Beverage -- Back Room</b>											
<b>Frontline</b>			<b>Supervisory</b>			<b>Management</b>					
Skilled			Skilled			Skilled					
Unskilled			Unskilled			Unskilled					
<b>Tour Development/Travel Counseling Trade</b>											
<b>Frontline</b>			<b>Supervisory</b>			<b>Management</b>					
Skilled			Skilled			Skilled					
Unskilled			Unskilled			Unskilled					

Please specify the **three main positions you regard as most important** in your company:

15. What kind of annual turnover does your company experience?

	%
Frontline	
Supervisory	
Management	

### C. Recruitment

16. How do you recruit? Please indicate which of the following are the most important by entering a figure "1" in the appropriate box; which is the second most important "2"; and so on.

<i>Recruitment</i>	<i>Frontline</i>	<i>Supervisory</i>	<i>Management</i>
In-House (within the company)			
New university graduates			
New technical school graduates			
Other hotels/restaurants/ Travel agency/etc.			
Other (please specify)			

17. What are the most important qualifications you look for in new recruits? Please indicate which of the following is most important by entering a figure "1" in the appropriate box; which is the second most important "2"; and so on.

<i>Qualifications</i>	<i>Frontline</i>	<i>Supervisory</i>	<i>Management</i>
Experience relevant to the job			
Good presentation			
Customer service disposition			
Language skills			
Computer skills			
Skills specific to the job			
Technical school certificate (tourism related)			
Any technical school certificate			
Tourism/Hospitality university degree			
Any university degree			
References			
Others, specify			

18. Where do new recruits in your three most important employee positions (see question B14) come from? Please estimate percentages.

	%		
	<i>Position 1</i>	<i>Position 2</i>	<i>Position 3</i>
Another hotel/restaurant/travel agency/etc.			
Any technical school			
Tourism/Hospitality technical school			
Any university program			
Tourism hospitality university program			
Other (please specify)			

19. Does having a technical school certificate or university degree tend to elevate the prospect for an applicant in getting a job in your company in any of these three positions? es

20. Please provide examples of career routes specifying, for example, the level at which an employee could typically enter employment and the level to which that person could then progress.
- Level 1 \_\_\_\_\_ Level 2 \_\_\_\_\_ Level 3 \_\_\_\_\_  
Level 4 \_\_\_\_\_ Level 5 \_\_\_\_\_ Level 6 \_\_\_\_\_

21. Are you experiencing difficulty recruiting any particular categories of staff?  
If yes, please specify the 3 main categories:

One. \_\_\_\_\_  
\_\_\_\_\_

Two. \_\_\_\_\_  
\_\_\_\_\_

Three. \_\_\_\_\_  
\_\_\_\_\_

Indicate the type of shortage: \_\_\_\_\_ - term shortage

22. If yes, which staff and which skills are in short supply?

Staff \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_

Skills \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_

23. Do you receive any speculative CVs?

24. If yes, how long do you keep them? \_\_\_\_\_

25. Have staff recruited recently shown any particular skill deficiencies?

26. Where have employees who joined the company in these jobs mainly come from?  
(Indicate major 3 sources)

One. \_\_\_\_\_  
\_\_\_\_\_

Two. \_\_\_\_\_  
\_\_\_\_\_

Three. \_\_\_\_\_  
\_\_\_\_\_

27. Where have those who have left your company gone?

28. What are the major reasons behind their leaving?

One. \_\_\_\_\_  
\_\_\_\_\_

Two. \_\_\_\_\_  
\_\_\_\_\_

Three. \_\_\_\_\_  
\_\_\_\_\_

29. Please give estimate figures of the salaries of the following categories at your company:

Managerial category: a. Head Manager \_\_\_\_\_

b. Junior Manager \_\_\_\_\_

Supervisory category: \_\_\_\_\_

Frontline category: \_\_\_\_\_

#### D. Tourism Schools

30. Are you familiar with current technical schools and universities in travel and tourism?  
If so, name five major ones and rate them?

Technical school/University	Rating
-----------------------------	--------

	Excellent	Very good	Good	Fair	Bad
1.					
2.					
3.					
4.					
5.					

31. What are the three main deficiencies of the training received in the education system for the three key occupations/jobs described above?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

32. Do you think that students should get more practical experience as part of their studies?  
If so, what form should this take? \_\_\_\_\_

How long should it last? \_\_\_\_\_

33. Does your company offer work placement (internships) to students?

If yes, please provide details \_\_\_\_\_

### E. Training

34. Do you have an in-house trainer or training department?

35. Did you hire an external trainer or training organization last year?

36. How do you deal with situations where current staff skills prove inadequate?  
recruit new staff                      train existing staff

37. If you offer in-house training, is it primarily for existing staff      new recruits      both

If yes, for which occupations is this carried out? Please give an average number of trainees and training hours per year.

Occupation	Number of Trainees/Year	Number of Training Hours/Year
1.		
2.		
3.		
4.		
5.		

38. Do you use external training?

39. For external training, do you use: Trainers from universities/technical schools  
Private training organizations              Training bodies specific to your sector

40. Is it possible to give an estimate of how much you spend on training per annum (in-house and outside), either as a percentage of turnover or of the annual payroll? \_\_\_\_\_

41. How effective, in general, do you find training courses?

### F. Stakeholders Linkages

