Career Development Strategies and Employees Effectiveness of Hotels in Rivers State

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***Abstract*: The relationship between career development methods and employee effectiveness in hotels in Rivers State is investigated theoretically in this research. This research was based on the social exchange and human capital theories. Employee training and mentorship were used to operationalize career development strategies, while innovation and knowledge management were used to assess employee effectiveness. The analysis discovered that employee performance is strongly linked to career advancement, as evidenced by the literature evaluated. Due to this, the study suggests that hotels should strengthen employee relationships to be able to achieve strong performance and be successful in a competitive market. Hotels should do what they believe is essential to create and maintain better relationships with their employees.**

***Keywords*: Career development strategies, Employee effectiveness, Employee training, Employee mentoring, Innovation, Knowledge management**

I. INTRODUCTION

The hotel sector is notorious for its poor compensation, long hours, demanding nature of work, and shift work (Kim, Murrmann & Lee, 2009; Wildes, 2005; Bothma & Thomas, 2001; Kusluvan & Kusluvan, 2000). It is considered that the hotel must reinforce staff confidence in order for them to remain loyal and motivated. Staff appear being the key source of ensuring the hotel's competitiveness (Kandasamy & Ancheri, 2009), and no hotel could function effectively without competent employees (Enz & Siguaw, 2000). Employees are regarded as the hotel's most important asset because of how valuable their contributions were (Azinuddin & Zainal, 2014). The hotel business, in particular, has seen an increase in employee turnover as a result of factors such as low pay, bad working conditions, and inadequate benefits (Carraher, 2011; Milman, 2003; Wasmuth & Davis, 1983).

Employees are valuable assets to businesses; in fact, the efficacy of a company's individuals may be wholly contingent on its performance (Samuel & Chipunza, 2009). Employees' perceptions of workplace treatment may be influenced by perceived fairness or perceived equity. Human labor is often the most expensive resource in the hotel industry, causing the industry to have the greatest turnover rate (Forget, 2015). The hotel sector need not only qualified personnel, but also the ability to keep them (Subramanian & Shin, 2013). These elements may be used to address employee turnover intentions to be able to keep them, maintain their satisfaction, and capable of meeting their demands (Kim & Jogaratnam, 2010). Because of the costs associated with recruiting, selecting, and training new personnel, it has remained a critical concern for businesses.

Human resources have become a critical component of every organization's success due to factors including the continuously changing market environment, globalization, and a diverse workforce (Elnaga & Imran, 2013). Firm-related variables, personnel-related factors, and job-related factors are three primary connected aspects that potentially influence employee performance in any industry, according to research. The firm's internal and external environment, including managerial support, training culture, organizational climate, and environmental dynamism, are firm-related characteristics, according to Armstrong (2000). On the other side, variables that are tied to a job include things like communication, autonomy, and the workplace environment. Employees are impacted by the workplace in a variety of ways, including communication, autonomy, and the environment. Employee-related characteristics include things like employee turnover intentions, absenteeism, skill flexibility, dedication, skill level, proactivity, and adaptability, to name a few (Mathis & Jackson, 2011; Armstrong, 2000).

Employee views toward the company were found to be influenced by workplace concerns in studies. Previous studies have identified a number of traits, including job satisfaction (Chen, Tsui, & Lee, 2017; Kiruthiga & Magesh, 2015; Stum, 1998), rewards, and recognition. (Sekyi, Boakye & Ankumah, 2016; Abdullah, Karim, Patah, Zahari, Nair & Jusoff, 2009; Fischer, 2004) Employee effectiveness in the hotel business is influenced by interpersonal interactions (Chen, 2001; George, 2000; Johnson & Indvik, 1999), organizational characteristics (Ongori, 2004; James, 2004), and performance appraisal (Abdullah et al., 2009). As a result, knowing the factors that influence their efficacy is critical in developing ways to increase individual and organizational performance. However, limited data reveals that career development had an impact on employee effectiveness in the Rivers State hotel industry. Thus, the study's objectives include examining the theoretical connections between career development plans and worker performance as well as any current managerial implications of the findings.

II. LITERATURE REVIEW

Theoretical Framework

Social Exchange Theory

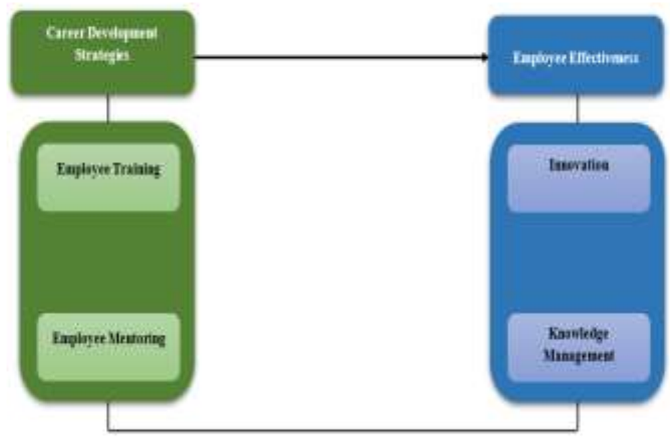
Blau (1964) conceptualized social exchange as a relationship based on trust and unspecified obligations. Exchange partners use discretion to determine whether, how, and when to return one other's gifts or favors rather than haggling. In order to receive ongoing resources from the other party and to adhere to the reciprocity requirement, they release commitments for products or services delivered (Gouldner, 1960; Wu, Hom, Tetrick, Shore, Jia, Li & Song, 2006). Additionally, social trade is an open-ended, long-term transaction marked by shared commitment and socioemotional investments (Shore, Tetrick, Lynch & Barksdale, 2006). In fact, according to Blau, "the participants' principal interest is the exchange of the underlying mutual support" (1964). Similar to this, Takeuchi, Lepak, Wang, and Takeuchi (2007) found that social interaction converts perceived corporate generosity into stronger affective commitment, whereas Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001) found that felt responsibility does the same.

Social exchange rests on the conceptual foundation of verbal and non-verbal interactions occurring in an organization (Antar, 2012; Baker & Omilion-Hodges, 2013; Yeh, 2005). Social exchange relationships prevail as an essential contributor to commitment in an organization (Dolden, 2001; Brunetto, Shacklock, Teo & Farr-Wharton, 2014; Baker & Omilion-Hodges, 2013; Porter, Crampon & Smith, 1976; Mowday, Steers & Porter, 1979; Sherony & Green, 2002; Wikaningrum, 2007).

Human Capital Theory

Human capital theory was proposed by Schultz in 1961 and later developed extensively by Becker in 1964 as cited in his publication titled Human Capital: A theoretical and empirical analysis to special reference to education. Human capital theory was developed on the realization that the growth of physical capital was only a small part of the growth of organizational income (Tan, 2014). According to the human capital hypothesis, employees' education and training increase their output through transferring practical knowledge and skills. According to this viewpoint, spending money on education and training is expensive and should be viewed as an investment because it is done so with the intention of raising individual salaries. To explain occupational wage disparities, the human capital method is frequently utilized (Campbell, Coff & Kryscynski, 2012). Human capital can be invested in (through education, training, and medical care), and a firm's output is in part dependent on the rate of return on the human capital it owns, according to Becker. Physical means of production, such as factories and machines, are seen as analogous to human capital in this perspective. Therefore, human capital serves as a mode of production, in which increased investment results in increased output (Armstrong & Taylor, 2014). Therefore, the organization is able to retain skilled employees who will feel inspired to work for the company, which will result in higher organizational performance, by investing in human capital through staff training and development (Rothwell, 2010).

Figure 1: Conceptual framework



Source: Dimensions of Career Development Strategies were adapted from the works of Creed and Hood (2009); while the Measures of Employee Effectiveness were adapted from the study of Tayal, Upadhyay, Yadav and Singh (2019).

Concept of Career Development Strategies

According to Armstrong (2006), career management refers to providing opportunities for people to progress and develop their careers and ensuring that the organization has the flow of talent it needs. On the other hand, career management was described by Greenhaus, Callanan, and Godshalk (2000) as a process by which people create, put into practice, and evaluate career goals and strategies. Career management is thus a continual activity throughout the working life. Using a planned program that includes activities like career systems, career counseling, job rotation, and other career management tools and resources, Martin, Romero, Valle, and Dolan (2001) contend that the career management initiative is a nexus between organizations and individuals. Organizations attempt to match individual interests and capabilities with organizational opportunities. Additionally, Brown (1998) contends that career management activities must aid people in acquiring the knowledge, abilities, and behaviors necessary for success. When a person fulfills their career goals, the consequence of both individual career planning and organizational career management procedures is career growth.

Career development has three broad phases (Herr, Cramer, & Niles, 2004). First, young people receive workplace-relevant skills, information, and attitudes in schools and postsecondary institutions and universities, preparing them to enter the workforce. Second, young people develop the skills necessary to transition from formal education to settling into a life that includes a full-time job. Third, employees are trained and developed to meet the needs of their employers within the context of the workplace itself. Although career development in this setting can and does help individual employees, this phase is mostly employer-focused, which means that much of this growth is focused on organizational efficiency (Hall, 2002). The needs and culture of the workplace are ingrained in employees, and they receive continuing training and direction on how to adjust to changes that will take place both internally and externally to the business.

Employee Training

Organizations provide development and improve the quality of both new and existing employees through organized training. According to Khawaja and Nadeem, training is a methodical approach to learning and development that enhances individual, group, and organizational performance (2013). Therefore, the activities that a business engages in in order to expand are what ultimately result in knowledge or skill gain. hence promoting the health and effectiveness of an organization's human capital, as well as that of society at large. Manju & Suresh (2011) claim that training operates as an intervention to enhance an organization's products and services while fending off competition by raising workers' technical skill levels.

When it comes to boosting an organization's production, training has been invaluable. Employees are given the opportunity to digitally learn their tasks and perform more competently, which not only increases their creativity. Investments in educating employees in decision-making, teamwork, problem-solving, and interpersonal interactions have a positive impact on the degree of growth of businesses as well as on individuals' performance, according to Rohan and Madhumita (2012). Training, in the opinion of Konings and Vanormelingen (2009), Colombo and Stanca (2008), and Sepulveda (2005), is a tool that has a significant impact on the achievement of organizational goals and objectives. However, the ultimate objective of every firm is to increase revenue and maximize profit, and an effective and efficient workforce is a crucial tool to achieve this. Therefore, a staff is only effective and efficient when appropriate opportunities for training and development are offered, resulting in production.

Employee Mentoring

Mentoring is critical and imperative especially in the 21st century workforce. However, human resource (HR) practitioners are only just beginning to comprehend the relevance and challenges of mentoring practices in developing nations and how the HR strategy can be aligned with the business strategy (McKevitt & Marshall, 2015). Additionally, Day and Allen (2004) and Jackson and Parry (2011) highlighted mentoring as a best practice leadership development program. The effectiveness of mentoring still depends on the caliber of the mentoring relationship (MR) and the environment in which mentoring takes place, despite the fact that the International Standards for Mentoring Programmes, launched in 2003 for evaluating mentoring schemes across several countries in Africa, Europe, and North America (Clutterbuck, 2004), are in place. The factors that determine this quality include the mentor's level of training and motivation as well as their knowledge of the firm and protégé's chosen career path (Ramaswami & Dreher, 2010). Additionally, mentoring works well and yields favorable results for both parties if it "fulfills the need to belong" (Baumeister & Leary, 1995), i.e., the urge to establish and uphold fruitful interpersonal relationships with other people through affiliation and acceptance from others (Allen & Eby, 2010).

Formal or informal mentoring partnerships are also possible. Informal mentoring relationships are those that develop organically from common beliefs, interests, aspirations, and appreciation. The formal forms were developed to make sure that more employees could take use of the relationship's advantages. They are created through the organization's deliberate pairing or assignment of mentors and proteges (the union's younger and less experienced partner) (Allen, Eby, O'Brien & Lentz, 2008).

Concept of Employee Effectiveness

Companies that focus on effectiveness are concerned with output, sales, quality, adding value, innovation, and cost cutting. It gauges how well a company accomplishes its objectives or how its outputs interact with the macroeconomic and microsocial environment. Typically, an organization's success is determined by its policy goals or the extent to which it achieves its own aims (Zheng) (2010). Meyer, Stanley, Herscovitch and Topolnytsky (2002) analyzed organizational effectiveness through organizational commitment and Involvement in the decision making process, psychological attachment felt by an individual. Effectiveness gauges how well a service performs in comparison to the goals and expectations of a client or an organization. Effectiveness is the degree to which a firm achieves its declared goals. The degree to which a program or service's outputs met its stated goals (intended outcomes) is a measure of its effectiveness. Common measure of the organizational performance is effectiveness (Bounds, 1995; Robbins, 2000). Although managers and investors frequently equate effectiveness with efficiency, Mouzas (2006) claims that each of these concepts has a unique connotation. The majority of businesses evaluate their efficacy when evaluating performance. Effectiveness oriented firms are concerned with output, sales, quality, value addition, innovation, cost reduction, and how output interacts with the economic and social environment. Their primary focus is on achieving their mission, goals, and vision. According to Zheng (2010), an organization's efficacy establishes its policy objectives or the extent to which it achieves its own goals. Organizational commitment was used by Meyer and Herscovitch (2001) to examine organizational performance. Heilman and Kennedy-Philips (2011) claim that organizational effectiveness aids in measuring the advancement of goals and purpose fulfillment. Management should strive for greater communication, interaction, leadership, direction, adaptability, and a favorable environment to increase organizational performance.

Innovation

Innovation definition Usually, the terms "innovation" and "invention" are used interchangeably. Lin (2006) claims that the Latin word innovare, which means "to make something new," is the root of the English word innovation. Drucker (1985) had described innovation as the particular instrument used by entrepreneurs to take advantage of change for a variety of products or services back in 1985. He continued by saying that this innovation could be described as a discipline that could be studied and practiced. Innovation is defined as "an idea, behavior, or thing that is seen as novel by an individual or other unit of adoption," in other words (Daugherty, Chen & Ferrin, 2011; Grawe, 2009; Rogers, 1995). In contrast, innovation was described by Tidd, Bessant, Pavitt, and Wiley (1998) as the process of converting an opportunity into novel ideas that are widely applied in practice. Similar to Bentz (1997), who believed that innovation involves developing new or improved processes, services, or goods for marketing. Innovation, according to Afuah (1998), is the "application of fresh technological and administrative knowledge to provide clients a new product or service." Thus, several authors came to the following conclusion: "Any behaviors that are novel to businesses, including equipment, goods, services, procedures, policies, and projects" constitute innovation (Damanpour, 1991; Kimberly & Evanisko, 1981; Lin, 2007). Khazanchi, Lewis, and Boyer (2007) expanded on their earlier assertion that innovation is crucial for businesses because it can generate new income streams from new goods or services, reduce expenses, or raise the caliber of ongoing operations.

Knowledge Management

O'Dell and Garyson (1998) expressed that knowledge management exert a systematic attitude to find, understand and use of knowledge for value creation. Van der Spek and Spijkervet (1997) define knowledge management to this form: Explicit control on knowledge of within organization that its purpose is to achieve organizational goals. According to Petrash (1996), knowledge management is the acquisition of real knowledge by real people at the appropriate moment to empower them to take the best decisions. In order to establish and meet the expectations of the business, customers, and users, knowledge management strategies and processes are able to build and produce knowledge flow (Yang, 2004).

To succeed in today's challenging organizational environment, organizations need to educate from past mistakes rather than repeating those mistakes. This process occurs through knowledge management (Drucker, 1994; Bart, 2000). Knowledge management is significant, especially for organizations that their successes depend on the production, use, the combination of knowledge by professionals and employees.

III. CONCLUSION

Observations from the literature indicate evaluation, career development techniques had a substantial impact on hotel employee effectiveness in general. Employee training and mentorship, in particular, has a strong link to innovation and knowledge management. Managers save a lot of time by moving for new development, which allows for more efficient planning. Employee effectiveness has a considerable beneficial association with training and development initiatives. Training has long been recognized as an important factor in organizational performance and success. Regardless, there are a number of ways that such training might help a company operate better. One important effect that is anticipated to occur is a cost reduction and a reduction in the fixed costs associated with maintaining training staffs. Mentoring by a company has a substantial association with employee effectiveness; this means that a company that uses successful mentoring tactics will outperform its competition. Because career development includes a substantial association with employee effectiveness, hotels should continue to expanding their workforce in this competitive business, which will help increase employee effectiveness.

To summarize, a plan for advancing your career is critical for both employers and employees, as it provides numerous benefits to both. It is difficult to do so successfully, but it is doable if all aspects of career management considered when developing and putting a career development plan into practice.

Practical Implications

Considering the literature reviewed, the following suggestions are made: Leaders and managers in this industry should adopt mentoring of workers, through career support, knowledge transfer, and psychosocial support of employees, that have strong positive effects on employees' effectiveness in achieving the organization's objectives and for businesses to possess competitive advantage anytime ever challenging business environment. Mentorship and training (career assistance, knowledge transfer, and psychological assistance to promote employee effectiveness) should continue to be taken seriously by hotels the purpose of increasing employee performance. The establishment of a mentorship and training program in businesses goes a long way toward generating the much-needed stronger and more focused staff effectiveness that will permit the organization to achieve its goals.

The researcher's recommendations are founded on study's findings and are intended to help hotels improve their operations and staff effectiveness. (1) Hotels' investment profile is linked to human capital development components including training and retraining (on-the-job and off-the-job) of their human capitals. In addition, they should include in their strategic objectives the hiring of experienced staff and that adoption policies that foster human capital development, including formal education. These will help employees achieve organizational goals and objectives more effectively. (2) A system of proactive performance management should be implemented. Employee development ought to track on a regular basis to determine whether or not certain methods should be used. To maintain track of their performances, specific information for a worker's performance assessment (information system) that is used yearly in the examined organizations to analyze employee effectiveness should be done twice a year. This evaluation should provide a comprehensive comprehension of the disparities between recent and expected performance, in addition identify the causes of performance discrepancies and build action plans to enhancing personnel performance through training development initiatives. (3) Professional hotel training should be carried out in a systematic manner. Identification of training requirements should be done in collaboration with line managers and those responsible to improve human resources. Everyone engaged should agree on the specific shortcomings of the staff. For example, what skills are required and what attitudes toward performance must be altered.

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