

# **HOSPITALITY AND TOURISM MANPOWER TRAINING AND EDUCATION IN NIGERIA**

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## **ABSTRACT**

The Hospitality and Tourism industry is a large and complex industry and one that is of significant economic importance to Nigeria. Manpower Training and Education, enabled the hospitality and tourism industry to have the right sets of workers with the required skills, knowledge and attitude to manage the industry in the present while plan adequately and wisely to meet the challenges of manpower needs the industry might face in the future. This paper reviews manpower training and education in the hospitality and tourism sector; identify the challenges militating against manpower training in the hospitality industry in Nigeria. . It evaluates the key government policy on tourism manpower training and development, how it can enhance the process of improving the standard of Nigeria hospitality and tourism sector. The Focus Group Discussion methodology was employed in this study, this enable the researcher to successfully gain greater insight on the subject and resolved unexpected issues encountered during the interview. Six parallel Focus Group Discussion sessions were held in the six geo-political region of Nigeria with the author acting as the facilitator. The study concludes that the Government of Nigeria as a matter of urgency should formulate policies that will enshrine the training of manpower in the tourism and hospitality industry, in order to check the present ugly situation.

**Keywords:** Hospitality, Tourism, Manpower, Training, Education

## **INTRODUCTION**

Education is considered as the most veritable tool for nation building. It helps the citizen in the development of individual with some skills and attitudes necessary for national building. That many graduates of Nigeria Universities and other higher institutions of learning fall short of employer's or industry standard is no longer news (Idehan 2007). Hospitality education and training system in Nigeria as a source of supply of skill labour to Hospitality and Tourism industry over the years invoke concern. This study evaluates problems of Hospitality education in Nigeria. The study identified and examined the major issues facing Hospitality training and education in Nigeria.

Roundel et al (2007) define Hospitality as friendly and generous behavior towards visitors and guests, intended to make them feel welcome: food, drink, room and entertainment given to customers by a company or organization. Another scholar Copper et al(ed) (1996) in educating the educators in tourism, gave the definition of hospitality by Nailon (1981) which stated that hospitality is the combination of physiological and psychological elements with security and level of service. Hospitality is concerned with the provision of physiological and psychological comfort within define levels of service. Burgess (1982) emphasizes the important of developing social relationships and the role of this in promoting guest perception of comfort and security.

The primary interesting elements is that of the social relationship fostered by the warm, friendly, welcoming, courteous, open, generous behavior, of host creating the security and comfort created by physical structure, design, décor and location of facility. Finally the provisions of accommodation facilities to sleep, eat, relax and wash, together with the supply of beverage, service and entertainment. Rounded et al (2007) define Hotel as a building where you have to stay in a room and have meals' similarly the world Tourism organization defined Hotel as 'enterprise which provides accommodation with or without ancillary services' (Ibru 2004). This may include food and entertainment in exchange for payment by client.

Accommodation which is an essential facility in the hospitality industry can be classified into various categories, illustrating the diversity of the industry. The availability of different room

types and amenities is a reflection of an industry that must respond to various consumer needs, including the social and business needs of travelers. The customer or guest served by the accommodation sector may or are divided into two, those people traveling on business or recreation and those people not engaged in travel but who are staying away from home on a temporary basis, such as students in hostel and patients in hospital. Accommodation services in the hospitality industry are classified as stated by Chuck. (1997) and Jones (2002) Airport hotels: Located within ten miles of an airport with amenities for the air travelers including facilities for business meetings.

Convention hotel: Located in major cities, often near a municipal convention centre. Major space dedicated for meeting and exhibition area and amenities for meetings and business travel.

Commercial hotels: Located in urban areas with business travelers as primary target market, usually upscale or mid scale.

Suite hotel: Apartment – style hotel rooms, generally offering more space and upscale amenities.

Motor hotels: Located close to highway for automobile travelers with provisions for packing and amenities which may include swimming pool, coffee shop and other family- oriented facilities.

Budget motel: This tends to focus on cost conscious travelers as their target market. The overall goal of this establishment is to keep cost down and pass the operational savings on the customer.

Resort hotel: This require extensive land, they offer recreation amenities, peace and relaxation and they have high stands of services and accommodation, because the resort guest is typically a longer stay client, resort properties generally offer more activities and extended amenities than other type of hotels.

Casino/ Destination property: The casino has long been recognized as a specialized accommodation with gaming as the central activities, there are a lot of them in Las Vegas. National Heritage Accommodation: Historic building and structures such as palaces castles, chateaus, monasteries and convents have been converted to hotels. Some are privately run and others are run by government.

Hospital hotel and residential care: Hospital and residential care home provide accommodation for two major groups the sick and infirm, or people who are unable to look after themselves for a wide rang of reasons. Hotel services within hospitals are the same kind of service that a hotel provides for guest. These services consist of food and beverage provision, cleaning services,

pottering, laundry and transport. Hotels and Halls of residence: Hotels are house or hall of residence for group who have specific needs, typically students, young workers, tourist and organized parties. The majority of hotels came into existence in response to a demand for safe, affordable, long – term accommodation. Hostels are clearly not hotels. They do not provide the same level of service and they do not consider the people who use them as guest. The motivation to use hostel accommodation is created by the user for either short- term or long- term living space and to give user access to leisure or work.

According to Okoli (2004) Food and Beverage denote all the decision making and activities involve in making meals and beverages for consumption and serving them in the best way to consumer. Similarly Jones (2002) Defined Food and Beverage as the provision of food and drinks ready for consumption away from home or not prepares in the home. Food and Beverage established like the accommodation sector of hospitality can be subdivided into many segments. But unlike the accommodation sectors, a large part of the food and beverage sector is not related to the travel industry. These include area such as institutional food services in schools, colleges and hospitals, military food service and other establishments. Food and Beverage sector of the hospitality industry can be classified into the following Jones (2002) and Okolo (2002).

- Restaurant
- Food and Beverage Operation in Hotel
- Motorway and Roadside dining
- Licensed trade food service
- Fast food
- Transport food service
- Employee feeding
- Welfare catering
- Institutional food services

Hospitality industry satisfied the demand for away from home meals and beverages as well as accommodation. These services render by the hospitality industry has of necessity made it very important component of tourism industry as it caters for the lodging and related needs of the

tourist outside his usual place of residence and other areas of the economy like provision of catering services for school, hospital, conference e.t.c. Hospitality is the business of providing security and meeting the physical and psychological needs of guests. Hospitality is the people business of providing security, physical and psychological comfort for reward. Hospitality is a complex combination of tangible and intangible feature and benefits, Hospitality involved a satisfying interaction between customers or guest, Hospitality provides guest with security, psychological and physiological comfort by offering food, drinks and or accommodation. Hospitality can be profit or non-profit making. Hospitality industry is, made up of two distinct services the provision of ACCOMMODATION for people staying away from home and the provision of SUSTENANCE for people EATING away from home or not preparing their own MEALS. Both of the services meet very basic human needs, the need to sleep and the need to eat.

The term hospitality emerges as the way hotelier and caterers would like their industry to be perceived. It conveys an image that reflects the traditions of service that goes back over many centuries. In 1987, the Hotel, Catering and Institutional Management Association the industry's professional association changed the name of its Journal to Hospitality likewise in 1991, the British Hoteliers, Restaurateurs and Caterers Association the United Kingdom industry's main trade association changed its name to the British Hospitality Association. The term hospitality has also been adopted by educators so that most, if not all university and colleges now offer courses in hospitality management (Jones 2002:1). Hospitality is the term generally associated with hotels and restaurants. The accommodation industry (also referred to as the lodging or hotel industry) and the food and beverage industry (also referred to as the catering industry) encompass a variety of facilities and are a variety of facilities and are a dynamic part of the global travel and tourism industry. Everywhere the traveler goes, places to stay and place to eat are necessities (Chuck et al 1997).

Visitors have sought rest and refreshment at public and hostels from history. During the Roman Empire, inns grow along major highway and other accommodations were maintained along major highway, primarily for government officials and person of importance (Chuck 1997). In some areas small shelters were placed at stops along caravan routes. Those that travel for

religions purpose looked to religions houses to give sanctuary, rest, and refreshment along the way. The word hospitality is derived from hospice, a medieval word for house of rest for travelers' even to this day some Alpine in Europe continue the tradition of offering food and rest to weary travelers (Lattin 1985). Food and wine services can be trace back in history to as far back as 400BC. When establishment began selling food and wine. Such establishment continued and flourishes during the Greek, Roman and Byzantine periods (Gee et al 1997).

Commercial hospitality venture makes their appearance in the fifteenth century. The type of accommodation was the spare bed in private homes offered to travelers for small price. At the time, standing inns appeared built by rich landlord and named after them. In the sixteenth century, some inns began serving meals at set price, at regular meal time (Mill 1990). By the end of the seventeenth and down of the eighteenth centuries, Lodging facilities which could be called a version of hotels made their appearance. In 1774 the first hotel was opened in London. Later in 1794 the city. In later eighteenth century, the term 'RESTURANT' was first used in Paris referring to dining room, and in the united stats, Delmonico's opened in 1834 offering meals in the English fashion of fine dining (1989). In the United States, the first hotel equipped with modern amenities resembling today's facilities is believed to be the Tremont House, it established a number of precedents like a lobby, indoor plumbing, private guest rooms with locking doors, and a complimentary cake of bath soap (Mill 1990).

Hospitality in Nigeria evolved in phases. Documentary evidence of the growth of the hospitality industry is scanty because of the poor management records as in many other early industries in Nigeria. The establishment of catering guest houses by government in the 1920s (Nigeria Railway caterers Ltd) and other catering guest houses across the country in the 1950s marked the beginning of what turned out in the later years to form the nucleus of formal hospitality business in Nigeria (National Association of Nigeria Travel Agencies AGM/Conference 2001). The earliest hospitality establishment in Nigeria were initially built and run by government and located at very important seaport, railways terminus or important towns where there were state capital. In 1923 and 1931 European rest house at Port Harcourt and Lagos rest house were established. (Federal Government of Nigeria report on national Hotels classification and grading exercise 1989:67) The next most important development phase of hospitality industry in Nigeria

is the introduction of different institution such as guest house, hotel, staff canteen and staff club. Hospitality in Nigeria has largely government driven except the pre-colonial time. This has made Hospitality development in Nigeria different from the way it come to be in United State of America, United Kingdom and other country who having successful hospitality industry.

Education is commonly used term which has various meaning to various people, yet it is a very important concept to the society. There are cases where education is simple taken to mean ‘knowledge’ ‘enlightenment’ or ‘wisdom’. Chambers (1997) define education ‘as the process of teaching, the instruction received, the process of training and improving’ similarly Macmillan English Dictionary for Advance Learners (2007:472) define education as ‘the activity of educating people in school, colleges and University, and all the polices and arrangement concerning this’. However, National Teachers’ Institute of Nigeria (NTI) gave following definition of education: Philosophy of Education (2007:10).

- i. Education is a process that starts from birth and ends at death.
- ii. Education is the sum total of all culture which a society deliberately gives its younger generation in order to qualify them and raise the level of improvement it has attained.
- iii. Education is the process of developing knowledge and ability in learners for personal and societal enhancement.
- iv. Education is totality of life experience.

For purpose of this study *education is defined as the knowledge and abilities, development of character and mental powers acquired through systematic training and instruction for the improvement of the society.*

The above definition makes it very apparent that education plays a role as a refiner and regulator of human behaviors in society. It does not only embrace the deliberate processes of schooling but includes even indirect and incidental influences. The core of education here is the culture which each gives purposely to those who are to be its successors in order to qualify them for at least keeping up and if possible for raising the level of improvement which has been attained. Education involved showing the evidence of knowledge and breadth of understanding. The two terms are being used together here to show that not just mere recitation of information and the

acquisition of skills (which is the reality of training) but that these information and skill should be making. The National Teachers' Institute in its General Principle and methods of education (2007) stated that the general aims of education as given by O' Lenor (1957) are:

- a. To provide men and women with the minimum of skills necessary for them to take their place in the society and to seek further knowledge.
- b. To provide men and women with vocational training that will enable them to be self supporting.
- c. To awaken an interest in and a taste for knowledge
- d. To make people critical
- e. To put people in touch with and train them to appreciate the cultural and moral achievement of mankind.

It is in line with the above that the Federal Republic of Nigeria in her National policy on education (2006) the under listed objective.

- The acquisition, development and inculcation of proper value orientation for the survival of the individual and the society.
- The development of the intellectual capacities of individuals to understand and appreciate their environments.
- The acquisition of both physical and intellectual skills which will enable individuals to develop into useful members of the community.
- The acquisition of an objective view of the local and external environments.

Page 6 of the same section further state as follow:

Higher education institutions should pursue the above objective through

- i. Teaching
- ii. Research
- iii. The dissemination of existing and new information.
- iv. The pursue of service to the community.
- v. Being a storehouse of knowledge.

## **REGULATORY FRAMEWORK OF TOURISM AND HOSPITALITY IN NIGERIA**

Extract from National Tourism Policy of Nigeria (2005). The presidential council on Tourism, Federal Ministry of Culture and Tourism, State and Local Governments shall constitute the Institutional frame for the implementation of tourism development process.

The presidential council on Tourism shall be responsible for the finalization of formulation of tourism policy, setting targets for development from time to time as shall be initiated, developed and presented by the Federal Ministry of Culture and Tourism; it shall also discharge such leadership role that shall propel and galvanized sustainable development of the industry. It shall always give final approval on the usage and disbursement of the Tourism Development Fund (Nigeria Tourism Policy). The policy recognizes Nigeria Tourism Development Corporation (NTDC) as a Technical organ of government; therefore (NTDC) shall assume a technical posture of professionalism and effectiveness. Through technical orientation and assistance from the world Tourism Organization and International Labour Organization, it shall formulate guidelines for tourist accommodation grading for the state governments to implement. It shall coordinate the exercise on the grading through well trained inspectors and its sectors coordination department (Nigerian Tourism Policy ) Government shall initiate training programmes in tourism, travel and hospitality industries through specialized institution such as National Institute for cultural orientation (NICO) National Institute for Hospitality and Tourism (NIHOTOUR) and for tertiary institution in the areas of tour guide, hotel and resort management, catering etc (Nigeria Tourism Policy2005)

## **HISTORICAL BACKGROUND OF NIHOTOUR**

The National Institute for Hospitality and Tourism is a parastatal under the Federal Ministry of culture and Tourism. The institute was established in 1998. The agreement for the establishment of the institute was signed between the Federal Government of Nigeria, the United Nations Development program (UNDP) and the international labour organization (ILO) in 1987. The ILO is the executive agency of UNDP; the National Tourism Development Cooperation was the implementing agency on behalf of the Federal Ministry of commerce and Tourism. National

Institute for Hospital and tourism (NIHOTOUR) is one of the UNDP assisted regional tourism training institution in the world and the first of its kind within the West African sub-region its scope and mandate is comprehensive to and even wider than most others including the famous Utali collage in Kenya. Unfortunately UNDP and ILO withdraw half way owing to the political condition of the time (NIHOTOUR, 2003). The institute has the following function:

- (a) To provide improved and quality services in the hospital and tourism industry by introducing profession training as well post graduate courses in hospitality, travel and tourism field.
- (b) To provide short and long term managerial and supervision training for the development of specific skills as well as to enhance the quality and efficiency of senior functionaries in the hospitality and tourism industries.
- (c) To cooperate with the relevant bodies to organize and facilitate staff development programmes for teachers and supervisors in the polytechnics, hospital, travel and tourism industry.
- (d) To cooperate with relevant bodies to updating national training curriculum for all levels of personnel in the industry.
- (e) To provide a forum at which representatives to both public and organized private tourism sectors and tourism institutions exchange ideas and information on development in the industry.
- (f) To keep and maintain register of hospitality, Travel and tourism training institution, their training programmes, subject, location and standards, duration and type.
- (g) To develop a learning resource center or the production of audio- visual aids, collection and dissemination of learning materials.
- (h) To source funds and technical assistance for the promotion of its objectives

In exercise of the above functions, the institute is empowered to:

- Appoint such officer and servants as it may determine.
- Exercise disciplinary control over all persons in its employment.

- Determine the salaries, wages and other condition of services of all persons in its employment within the general framework applicable in government service.(NIHOTOUR, 2003)

## **RESEARCH METHODOLOGY**

### **Focus Group**

Denzin and Lincoln (1994) defined Focus Group Discussion (FGD) as a collective conversation or group interview. The size of the group may vary from small (6 persons) to large (12 persons) and may or may not be guided by a facilitator. The main purpose of a focus group discussion is to obtain in-depth information relating to concepts, perceptions and practices in the context of the subject from members of the group (Morgan, 1998). Ideally this is not a question and answer session but an opportunity to gain insight on the subject from the point of view of experts, practitioners and stakeholders in a purely interactive session. Focus Group Discussion methodology has been used successfully by Mbeng (2009), Refsgaard and Magnussen (2009) as well as Balch and Mertens (1999) to gaining greater insight on the subject and resolving unexpected issues encountered by questionnaire and interview methodologies.

For the purposes of this discussion, six parallel FGD sessions of four participants each were held with the author acting as the facilitator.

### **FOCUS GROUP DISCUSSION**

The purpose of the focus group discussion was to strengthen and corroborate evidence and findings from field observation by the author. Participants in the group discussion were randomly drawn from a short list of stakeholders in the six geo-political zones of Nigeria hotel and tourism board and private hospitality/catering organization. The main factors considered while selecting participants were:

- Knowledge of the subject.
- Spread, in terms of geographical representation.

The process for recruitment of participants involved sending a formal invitation letter and subsequently a telephone confirmation of attendance when requested by the participant.

## **FOCUS GROUP DESIGN**

The objectives of the Focus Group Discussion were:

- a) To provide a platform for stakeholders to discuss the barriers and success factors of hospitality manpower training and education in Nigeria.
- b) To strengthen evidence and findings from the field observations by the two author.

The FGD provided a relaxed and semi-formal atmosphere that encouraged participants to freely air their views on the subject. A mix of small group activity exercises and full group discussion was adopted. Following an ice-breaker exercise and general introduction, a small group exercise was conducted to determine participants' levels of understanding of the subject. During the ice breaking discussions, participants were divided into four groups of four discussants each ensuring that people who might know each other were separated. The exercises were recorded by audio as well as video means for subsequent transcription; small group activities were based on an interactive team exercises. Such exercises were completed and collected after each session; and feedback to the full group recorded on flipcharts. The Focus Group was facilitated by the author. The information gathered from the transcript, handouts and flip charts during the small and whole group sessions were then synthesized to provide an overall position of the entire focus group on current state of hospitality manpower training and education in Nigeria. This was with a view to prescribing recommendation for adaption.

## **DISCUSSION AND RESULT**

This study has succeeded in digging out the problems of hospitality manpower training and education in Nigeria. It is, therefore pertinent at this juncture to discuss the findings from the analysis and subsequently make recommendations from the findings. Several factors have militated against hospitality manpower training and education in Nigeria. Among such problems are:

- a. **Stakeholder in the hospitality industries does not encourage hospitality education:** sheriff M. (2006) an average hospitality stakeholder in Nigeria does not value training that should have made them professionals.

Hospitality is made up of two district areas as mentioned earlier which are fundamental to human existence the needs to sleep and the needs to eat. It is because

of those many people considered the industry to be unsophisticated and many people enter the industry either as a worker or entrepreneur without any training or education in the field. A lot of people think they bring their life skills to any particular job in the hospitality and can do it successful.

- b. **Manpower:** Insufficient number of qualified hospitality lecturers in Nigeria is one of the major barriers to the development of hospitality education. There are shortages of qualified hospitality educator particularly those with relevant academic qualification.

As an attestation the awareness of this, the Nigeria government in the fourth National Development plan had state in part the rapid growth of the educational system during the last five years tended to worsen the problem arising from shortage of qualified teachers. Clearly the production of teachers has not kept pace with growth of the environment. Ekwueme. (2006) stated that the hospitality industry lacks skilled and qualified instructors in hospitality operation and the support sector and this deficiency needs to be addressed quickly.

- c. **Practical And Industrial exposure :**Most of the facilities in our institutions running advance programme in hospitality are grossly inadequate and ill- equipped to meet the industry, more so in most cases there are no standard facilities around where student can do their internship or industrial training.
- d. **Teaching aids.** Hospitality is not just merely the teaching of fact, concepts and theories, but it also essentially consists of caring out logical and systematic practical situation and procedure with regard to basic principle of hospitality. Unfortunately, the availability of even simple apparatus for teaching hospitality effectively in our institution is gross limited. Added that university and institution running hospitality programme in the country should be mandated to be properly equipped with material resources to run first degree and higher degree course in hospitality and tourism related areas.
- e. **Libraries.** Good library is an essential part of an academic process. Libraries are designed to cater for rapid search for information and thus offer students opportunity to further acquire more information on any area of study. Libraries help to encourage student learning ability and stimulate student interest in future research. Mohemodiles (2000). If library is not available to students they solely depend on their teachers

lesson notes. Unfortunately most of the institutes running hospitality and tourism in Nigeria have ill- equipped libraries.

- f. **Grant for research.** Most institution ruing advance studies in hospitality are not given grant for research work in hospitality as such little or nothing is done in the area of hospitality advancement. Copper C et at (1996) opine that research supports and feeds the body of knowledge in a number of way, it provides case study material, it develops the scope and content of material available for educator who are involved in teaching hospitality and it assist in the evolution of the areas of study. Researches assist in integrating the way one thinks about hospitality and provide a consolidating framework which supplied educators and students with an overall perspective.
- g. **Student Attitude towards Hospitality Education.** The overall of lack of enough qualified teachers with hospitality background that of ill- equipped hospitality department and that of libraries is apathy towards education by student in general. The cumulative effect is there for failure. The sad trend of events being witnessed now in our hospitality industry where graduated of hospitality management cannot give optimum performance in the industry are stores of failure in training process (Adelabu 2000)
- h. **Societal Attitude towards Hospitality education.** Another problem in hospitality which has a bearing with the problem of manpower is the society accord more honour to material possessions achievement (Eizube 2006). Students who apply for further education do so, on those courses that will give them early access wealth. They opt for other courses than hospitality because they believe that no opportunity to make quick wealth exists in the hospitality industry in the country. Even among the very few who graduate with hospitality degree, go back to t he university to register for master’s degree in such discipline as Business Administration, Public Administration. E. t. c. (Adelabu 2000)

The view that hospitality equates with cooking is one which has proved hard to overcome. Hospitality education still has some prejudice to overcome and pre-conceptions to break down in order to fully be accepted as a discipline worthy of academic study.

- i. Funding. The factor that has greatly hampered the growth of hospitality education in Nigeria, which anchors all the above enumerated factors, is the funding of hospitality education. The present funding is nothing to write about and thus grossly affect the growth of hospitality education in Nigeria. Both the federal Government and the State Government have under – funded hospitality education. The public has down nothing to make an impact on the funding hospitality education in Nigeria. The lack of infrastructure facilities, and the lack of incentives for hospitality lecturer/instructors, lack of infrastructure facilities, and the lack of adequately trained manpower are brought about by the grossly inadequate funds. Thus there is no need for a drastic change in hospitality funding policy.

## **CONCLUSION**

The issues raised in the focus group of questions about the state of instructions materials among lecturer show clearly that there are no adequate instructional materials and equipment for hospitality education this has create much challenges on the way and manner the lecturer are training hospitality manpower in Nigeria. Equally responses from student in the focus group also show in clear terms, the poor state of learning facility i.e. library, computer, which have lead to great challenge on hospitality manpower training and development. There are also insufficient qualified hospitality specific educators with adequate industrial experiences, this has also been made worse as most hospitality institutions does not make provision for grant for research or adequate provision for further training this have lead to challenge on hospitality manpower training and development in Nigeria.

From the research, it was discovered that institution offering hospitality training and education encounter problems in the process of discharging training and education to student and the method or manner the training and education is been received by student of hospitality. Some factors were found to be responsible for these problems, which have been discussed extensively. The Government of Nigeria as a matter of urgency should formulate policies that will enshrine the training of hospitality manpower in the tourism and hospitality industry, in order to check the present ugly situation.

## **RECOMMENDATIONS**

From the results of the findings the researcher thereby making the following recommendations:

- a) There is need for more research on this topic, mostly in the areas of seeking effective methods, to improve hospitality education in Nigeria in general and NIHOTOUR in particular.
- b) Government should as a matter of urgency recruit more human resources or lecturers with hospitality qualifications and industrial experiences in the field to strengthen the present lecture and trainer in NIHOTOUR.
- c) There should be a forum where lecturer and student can meet to discussed on the challenges facing hospitality education and how best to tackle it. This will enable the lecturer to be acquainted with the problems of student. This will no doubt, improve the situation.
- d) The attitude of the society to continue to perceive the hospitality industry as not require professionalism, strategic planning and specific training / education even in the face of global competition and her contribution to the economy should be redress.
- e) A policy thrust should be established for both public and private sectors of hospitality industry to be actively involved in manpower training and development to enable the industry operate with adequate supply of skilled and knowledgeable personnel to meet the present and future challenges of hospitality sector in Nigeria.
- f) Government through National University commission should mandate Nigeria University to run courses on hospitality and tourism management so as to provide sound and competent senior manpower that can move the industry forward in Nigeria instead of relying on foreign expatriate.
- g) Funding of institution like National institution for hospitality and tourism (NIHOTOUR) should be adequate.
- h) Efforts should be made by national institute for hospitality and tourism (NIHOTOUR) to have linkage programmers with similar foreign institution.
- i) Human resource development should be prioritized i.e. Hospitality manpower training and education will get to the target expected.

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