

Human Resources Compliance in Selected Large Tour Companies in Arusha, Tanzania

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Abstract

The achievement of higher productivity in various sectors has been influenced by human resources that can provide quality services in order to meet the needs of customers. It is the right moment to adapt to some changes in human resources for the tourism sector. Due to the growth of the tourism industry, this study is intended to determine human resources compliance in selected large tour companies in Arusha, Tanzania. The study employs a qualitative research approach. The saturation point was reached using purposive and simple random sampling techniques. The interviews and focus group discussions (FGDs) were employed for primary data collection from the 8 key informants, representing 8 large tour companies, and 5 FGDs composed of tour guides and administrative staff from similar companies. In content analysis, the obtained data is then analyzed and thematically interpreted. The results revealed various uncomfortable human resource practices and other areas that need the restructuring of the system in place to benefit both employers and employees. Therefore, to make this successful, the study recommends that the government and potential tourism stakeholders advocate tourism development on human resources and the entire working conditions for improving the operations of tour companies.

Keywords: Employees; employer; human resources; key informant; tour operator

Introduction

Human resources are considered a potential asset in any area of production, including tour companies where travel services are processed and offered to the tourists arriving at various destinations. In recent decades, there have been a lot of changes in the tourism sector as well as in human resource development. In light of trends, organizations must adapt quickly to change (Taylor & Finley 2009). Tourism is one of the fastest-growing sectors in the global economy. In 1950, there were 25 million fixed international arrivals in the world, and by 2005, this figure had increased to 75 million. By 2017, there were 1.3 billion international arrivals, and this figure continues to increase. It wouldn't be possible to fulfill the needs of the rapidly growing number of tourists without the human resources employed in the tourism sector (United Nations World Tourism Organisation [UNWTO], 2017). In order to gain and maintain a competitive advantage, the company must continuously develop the knowledge, creativity,

and innovation of human resources. This is because a successful company in the future will be the meeting place of knowledge, qualities, and skills that will allow the company to be ready to react to short-term market anomalies. Each beneficial strategic plan or planning process, rather than insisting on a static approach to the development of the market, needs to concentrate on developing and perfecting these capabilities, which means a willingness to seek out and seize new opportunities (Premović, 2010).

For instance, a close observation of the tourism situation in Turkey by Sardana (2011), who cited the work of Gupta (2003), can be revealed that tourism is a major social phenomenon in modern society with enormous consequences. The promotion of tourism generates a plethora of both economic and social benefits; infrastructure development; and social integration. This situation, however, faces the economic challenges of finding trained and educated manpower for various facets of tourism management.

In Africa, the report by the South African Republic (2008) reiterated that people are fundamental to the success of public and private organizations and enterprises. Strategic priorities cannot be attained without people. In this respect, an HRD strategy that seeks to ensure that people are made capable of undertaking their responsibilities is fundamental to the success of any enterprise; and an HRD strategy that seeks to ensure a sustainable supply of talent to the organization is, in a competitive environment, an absolute necessity. Beyond this, however, an HRD strategy in tourism is even more critical.

Tanzania's national tourism master plan (2002) stated that a large proportion of the survey respondents feel that the service received in accommodation establishments, restaurants, national parks, and other tourist services is equal to that received in other destinations in the region. However, a significant number felt that, although the staffs encountered were friendly and helpful, there was a general lack of training, resulting in a less than professional approach or attitude. Again, the comment was made that the service element (as part of the overall product) provided was not high enough to justify the price being charged. The standard of tour guidance received considerable criticism from all tour operators who felt the quality to be worse than in the competing destinations of Botswana, Kenya, and Zimbabwe. This is an absolute human resources-related challenge that needs to be addressed as a priority since the quality of tour guiding is fundamental.

In the same vein, Yang (2007) carried out a related study on human resource management (HRM) in the hotel industry in Taiwan. She expressed the current tourism development industry showing that, in 2002, Taiwan's Executive Yuan proposed a plan named "Challenge 2008-National Development Plan. The contents of the plan included ten key individual plans which were categorized into four investment themes: investment in people, cultivating a workforce with good information technology, English, and creative skills. In general, tourism is a labor-intensive industry that employs a large number of women and youth.

Literature review

Given that tourism is a service industry, the development of human resources in various areas is essential for a successful and competitive economic sector (Baum & Kokkranikal, 2005). However, the shortage of appropriate and specialized core and skilled personnel in the tourism sector as well as poor planning for human resource development and investment is one of the critical problems the industry is facing as identified under the National Tourism Policy (URT, 1999). Because of poor human resources, enterprises have been facing difficulties in improving quality standards and introducing technological innovations (UNCTAD, 2005; URT, 2005). Even though, in the provision of a tourist experience, service provided must be a blend of the host culture with the needs and wants of the visiting population. While it has been proven that training and leadership are the bedrock to ensure quality service, sadly, this is one of the areas

within the tourism industry in Guyana that has not garnered much attention over the years. It has been observed that over the years, there has been a change in the demand and supply pattern of human resources for the travel industry, with the demand in favour of more educated and specialized personnel (Rekha & Reddy, 2013).

On the other hand, the current government of Ethiopia has made the commitment to give attention to tourism and to make Ethiopia one of the top ten tourist destinations in Africa by the year 2020 (Ministry of Culture and Tourism of Ethiopia, 2011). An emphasis has been laid on maximizing the poverty-reducing impacts of tourism and utilizing tourism to transform the image of the country (Ministry of Culture and Tourism of Ethiopia, 2011). There are still major problems in Ethiopia's tourism sector due to weak, inefficient, and ineffective leadership in the sector. Nevertheless, the government has been expressing its interest in giving due attention to tourism development.

Also, the human resource indicator is the quality of human resources at the tourist destination that can be measured, for instance, formal education distribution and quality for standardized service quality (Navickas & Malakauskaite, 2009: 37-44). Tourism generally requires diversified skilled practitioners like guides, event managers, consultants, marketers, and front-line hospitality service providers that require more diverse training and skills. Furthermore, many tourism businesses do not perceive the need to change. They are not required to consider strategies designed to enhance labour productivity, notably through real investment in training and development (Devine et al., 2007), in order to reduce the numbers they need to employ at higher rates of pay because low-cost employees remain readily available. Therefore, more efforts are needed to act accordingly to the current situation as tour companies in the tourism sector face common problems regarding human resource management and development that include low-skilled employees, inexperienced employees, a shortage of seasonal workforce, a lack of staff motivation, and the frequent rotation of employees (Úbeda-García et al., 2012).

Theories applicable to tourism: Human resources

As regards to the current study on human resources enforcement in selected giant tour companies in Arusha, Tanzania, the researchers have employed the following theories to support the study. The theory of internal equity as a driver of productivity marketing is related to social responsibility; the latter, to human resources quality. This is a key success factor in many sectors, but definitely in the hotel sector. Montani et al. (2020) explain that the highest level of trust increases harmony between management and the employees, and this leads to an increase in productivity. Employee involvement and commitment are connected to the roots of continuous customer satisfaction (Costa et al., 2019). Universalistic perspective theory. Universalistic or "best practice" approaches assert that certain independent-dependent variable relationships hold across whole populations of organizations that is, some HR practices are always better than others, and all organizations should adopt them (Miles & Snow, 1984; Pfeffer, 1994). Resource – Based Theory (RBT) perspective (Kim & Oh, 2003), states that, the desired outcome of managerial effort within the firm is Sources of Competitive Advantage (SCA) that allows the firm to earn returns that are above industry average (Fahy & Smithee, 1999). This model views SCA as emanating from the distinctive resources of a firm, which gives it an edge over its rivals. An organization is viewed as a bundle of specialized resources that are deployed to create a privileged market position (Barney 1986; Ghemawat 1986; Day & Wensley 1988). Therefore, the RBT emphasizes strategic choices where managers of a firm have the important task of identifying, developing, and deploying key resources to maximize returns (Fahy & Smithee 1999). The theory focuses on the link between strategy and the internal resources of a firm in achieving SCA rather than the industry-environmental focus

characteristic of the traditional strategic analysis paradigms, for example, the Porter's "five forces" model (Wright et al., 1994).

Methodology

This research study took place in Arusha Urban, Tanzania. This study area is acting as a tourism hub due to its gateway towards most of the popular tourism honey-pots found in the northern tourism circuit in the country. Apart from its geographical position, most tour companies are based in Arusha Urban, Tanzania (Tanzania Association of Tour Operators, 1983). The practice of human resources management in this area has been observed to be done at sub-standard quality. This is a problem for a number of reasons, which are assumed to be insufficient awareness and lack of compliance of human resources in tourism operations. Conversely, eight giant tour companies were accessed during the study. These tour companies engage in tourism operations and offer tour packages for tourists coming to Tanzania's destinations.

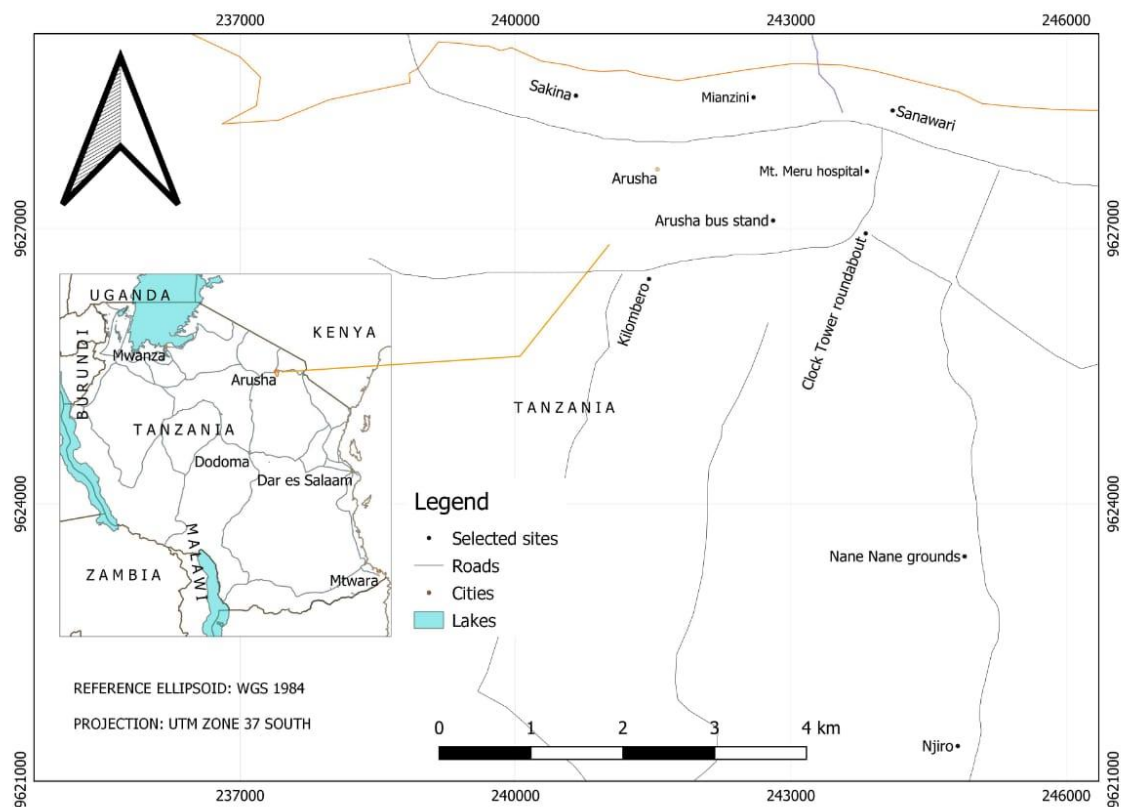


Figure 1: The map of Arusha Urban shows selected sites of the study area
Source: Author (2022)

This research study employed a largely qualitative than quantitative research approach where data collection was done by the use of purposive and simple random sampling techniques. Purposive sampling (Ngowi & Jani, 2018) was used to select eight (8) key informants who represented eight giant tour companies operating their tourism activities in Arusha Urban. This sum of eight key informants is composed of tour consultants, tour leaders (safari directors), human resource and administrative officers who provided reliable and valid information on behalf of 947 employees working for those individual tour companies through semi-structured face-to-face interviews (Janawade et al., 2015). In order to maintain the study's credibility, the researchers used Focus Group Discussions (FGDs), which involved gathering employees from



similar backgrounds and experiences to discuss a specific topic of interest (Nyumba et al., 2018). It is a form of qualitative research where questions are asked about their perceptions, attitudes, beliefs, opinions, or ideas. The focus group codes are indicated in Table 1.

Table 1: Focus group participant codes

Focus Group Discussion	Participants	Participant code
FGD1	6	P1, P2, ...P6
FGD2	7	P1, P2, ...P7
FGD3	5	P1, P2, ...P5
FGD4	6	P1, P2, ...P6
FGD5	5	P1, P2, ...P5

Source: Author (2022)

However, the raw data was collected in May 2022. During data analysis, the researchers imposed content analysis, in which qualitative data was analysed thematically. Nonetheless, for greater comprehension, a few data were analyzed with the assistance of the computer microsoft excel program, in which the creation of tables, graphs, and charts aided in the clarification of study results.

Results and discussions

The research findings of this study were analyzed thematically by using the content method based on the objectives of the study, and researchers focused on Human Resources Compliance in Selected Giant Tour Companies in Arusha Urban, Tanzania. During the study, the researchers witnessed various issues of human resources practiced in tour operator companies through the feelings of the participants involved in the study.

Demographic information among the employees of tour companies

Age: Concerning the age of employees working with selected tour operator companies in providing tourist services, for the current study, it was reported by key informants that both youth and adults have been given job opportunities. The records have been indicated clearly in Table 2. The given statistics reveal that regulations on human resources and Tanzanian labour laws are not followed by the employers who are tour operators. This can be seen by the age of some employees, who are above 60 years of age.

Sex: In this demographic information, it was found by the researchers that among the eight tour operator companies, the interviewees said a lot about gender inequality and imbalance. This has been a hot conversation between the researcher and every key person involved in the study and after the data collected showed that in each company involved the number of women employed seemed to be less than the number of men. In tour company A (89 male, 11 female), B (70 male, 15 female), C (50 male, 22 female), D (430 male, 50 female), E (65 male, 18 female), F (100 male, 70 female), G (35 male, 11 female) and H (120 male, 40 female) as plotted on Figure 2. In a long discussion during the interview, it was said that:

Most of the job responsibilities done in tour companies such as tour guiding, driving, and camping are favourable to men while few women are placed in office operational duties such as booking and reservation, accounting, and finance, briefing, and debriefing to the tourists.

Table 2: Age group of staff in selected giant tour companies

Tour company	Age group	Number of staff	Percentage
A	Below 20 years	0	0%
	20 – 30 years	6	6%
	30 – 40 years	10	10%
	40 – 50 years	54	54%
	50 – 60 years	27	27%



	60 and above years	3	3%
	Total	100	100%
B	Below 20 years	0	0%
	20 – 30 years	10	11.8%
	30 – 40 years	40	47%
	40 – 50 years	30	35.3%
	50 – 60 years	4	4.7%
	60 and above years	1	1.2%
	Total	85	100%
C	Below 20 years	0	0%
	20 – 30 years	13	65%
	30 – 40 years	30	15%
	40 – 50 years	17	10%
	50 – 60 years	12	10%
	60 and above years	0	0%
	Total	72	100%
D	Below 20 years	0	0%
	20 – 30 years	55	11.4%
	30 – 40 years	105	21.9%
	40 – 50 years	248	51.7%
	50 – 60 years	67	14%
	60 and above years	5	1%
	Total	480	100%
E	Below 20 years	0	0%
	20 – 30 years	23	0%
	30 – 40 years	24	25%
	40 – 50 years	19	0%
	50 – 60 years	9	75%
	60 and above years	8	0%
	Total	83	100%
F	Below 20 years	5	3%
	20 – 30 years	40	23.5%
	30 – 40 years	45	26.4%
	40 – 50 years	60	35.3%
	50 – 60 years	15	8.8%
	60 and above years	5	3%
	Total	170	100%
G	Below 20 years	0	0%
	20 – 30 years	5	6.7%
	30 – 40 years	12	33.3%
	40 – 50 years	16	33.3%
	50 – 60 years	13	26.7%
	60 and above years	0	0%
	Total	46	100%
H	Below 20 years	0	0%
	20 – 30 years	37	20.7%
	30 – 40 years	45	39.7%
	40 – 50 years	38	31%
	50 – 60 years	34	8.6%
	60 years and above	6	0%
	Total	160	100%

Source: Author (2022)

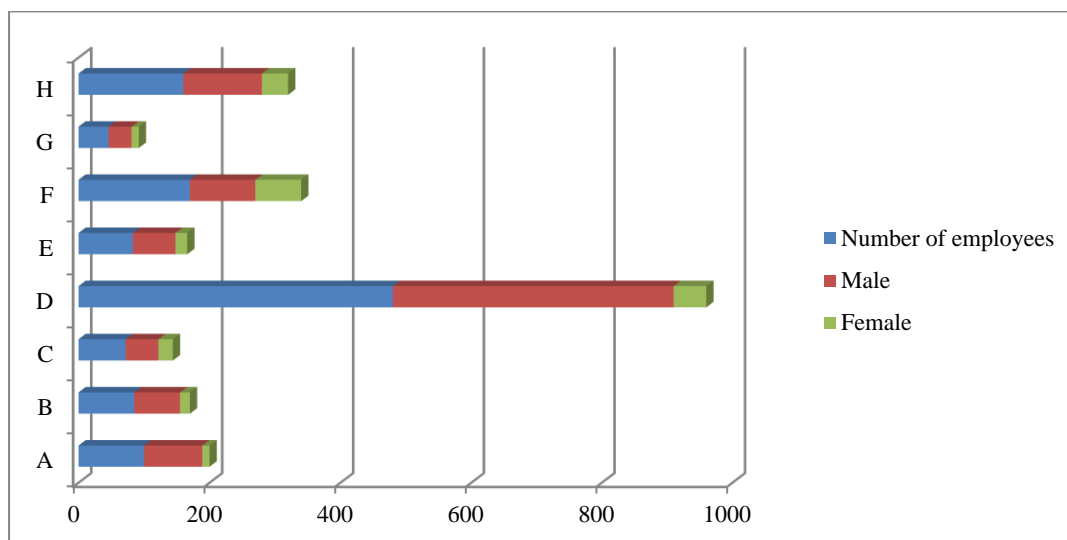


Figure 2: Sex of employees of tour companies
 Source: Authors (2022)

Education level: Because the researchers focused on human resource enforcement in giant tour companies, the education level of the manpower in tour operator companies was an important variable to investigate. From the findings, the researchers found that among the 947 workers employed in those 8 giant tour companies involved in the study, university graduates were 77 (8.1%), college graduates were 326 (34.4%), secondary school leavers (without professional courses) were 457 (48.2%) and 87 (9.2%) were primary school leavers.

Employees working in tour companies

Through the use of interviews with the key informants (K.Is) represented by the tour operator companies involved in this study, the researchers asked three questions, particularly to employees working in tour operator companies. The key themes were: criteria preferred when new staff is required, people with other professional fields carrying out tourist operations, and reasons for employing people with qualifications in other professional fields.

Criteria for employing new staff in tour companies: Based on the field notes, the researchers found that most of the tour companies in Arusha Urban are not employing qualified personnel to operate tourist business activities; rather, they are looking for people with working experience in providing tourist services, lowly paid manpower, ordinary education with language communication skills, and little knowledge of wildlife. Even though it was added by key informants (1, 2, 4, and 7) that some of the positions are held by people without professional qualifications, as they are given vacancies due to nepotism. Key informant 4 continued to express that, "In each section of our tour company there is a relative or friend of the owners." With this situation, the tourism industry seems to run in a very traditional way and not the way it was supposed to be to bring more working efficiency to create a good business image and promote sustainable development of the sector in Tanzania and beyond.

Employed people with other professionals: Under this variable, the findings disclosed that, in some of these giant tour companies, daily operations are carried out by semi-skilled personnel whose responsibilities are higher than the skills they have. That has resulted in a substandard level of tourist services in the destination. More analysis on education level among the workers in the giant tour companies revealed that one participant (P1) from FGD1, narrated that, "Recently, our human resource manager has resigned due to illegal procedures forced to be done in the department by the managing director." This key informant continued to say

that "the majority of workers are employed illegally without following employment procedures and the country's labour laws are not well exercised by this tour company."

Due to real situations seen in operating tourist activities, participants responded that some tour operators find it difficult to avoid employing non-tourism professionals due to a lack of tourism experts with the required working experience; a client's request for other professionals depending on the purpose of the tour; and the need for support in operational activities (Key informants 1, 2, 3, 5, 6, and 7). However, the study discovered that few tour operators are selective and strict in hiring people, and in this case, tourism professional qualifications are taken into account (key informants 4 and 8). In addition to that, from the focus group discussions held between the researchers and participants, it was repeatedly said that to move smoothly with some changes in the tourism industry, the tour operators employ degree and diploma holders in sensitive sections like finance and accounting and procurement (P3 and P7) from FGD3 and FGD2 respectively.

Human resource development strategies used in tour companies

The interviewees (key informants 1, 3, 4, 5, 6, 7, and 8) have spoken to the interviewer that the common method used is an evaluation and assessment form given to the clients and filled in with particulars needed for the individual company to get feedback on the efficiency of the specific staff after serving the customers. It was added that the forms are provided to the clients when they have already confirmed their tour itinerary with the company. Therefore, on safari with staff who might be tour drivers or guides, and even sometimes with tour leaders if there is more than one group and depending on the request of the clients, the assessment areas include; professional driving; good communication skills; ability to deliver reliable information to the tourists; customer care skills; problem-solving skills; and first aid skills to meet the tourist needs.

In the same element of assessing and evaluating the staff when serving the tourists, key informant 2 expressed that:

With our tour company, currently, apart from getting general feedback through e-mail from the tourists after going back home, the company's management takes workers for field assessment from time to time.

It was further explained that this prepares the staff to be confident and competent in operational areas. Also, in the FGD4 through P4, he whispered that the management team of his tour company is planning to come up with other ways of assessing and evaluating the staff apart from the e-mailing system. In relation to other studies carried out by Ooi et al. (2015), it was revealed that the effect of human and social capital in the board of directors on firm performance was from 85 tourism firms in China, Hong Kong, Malaysia, and Singapore. In particular, the authors used education and work experience as measures of human capital and external network ties as measures of social capital. The results showed the board of director's social capital had a positive influence on firm performance (measured as return on stock). Conversely, the board's human capital had a negative influence on firm performance. This research emphasizes the strategic importance of the selection of the board of directors on firm performance.

Unfortunately, when researchers tried to interrogate each of the respondents about the human resource system of staff performance and evaluation, particularly based on the Open Performance Review and Appraisal System (OPRAS), the response revealed that among eight (8) giant companies under the study, only three (3) companies have human resource departments (key informants 1, 4, and 6) and one (1) applies OPRAS (key informant 6). Finally,



it was suggested by some of the respondents that many workers in tour companies would be happy if human resource departments with a trustworthy team could be in each company to ensure equality among the staff (See Table 3 for clarification).

On the other hand, P3 from FGD5 stated during the focus group discussion that, while the majority of tour companies are family-owned, we wish the government of the United Republic of Tanzania would issue guidelines requiring each tour operator company to present its clear organizational structure comprised of key departments, including human resources.

Table 3: Assessment and evaluation methods used by tour companies

S/ N	Participant	Application of methods			
		Clients' feedback through e-mail	Company's evaluation form	Field assessment	OPRAS
1	K.I 1	useful	useful	not useful	not useful
2	K.I 2	useful	not useful	useful	not useful
3	K.I 3	useful	useful	not useful	not useful
4	K.I 4	useful	useful	not useful	not useful
5	K.I 5	useful	useful	not useful	not useful
6	K.I 6	useful	useful	not useful	useful
7	K.I 7	useful	useful	not useful	not useful
8	K.I 8	useful	useful	not useful	not useful

Source: Author (2022)

Mechanisms applied by tour companies to make staff responsible

When an interview was in progress between the participants and researcher, it was demonstrated that employed methods by tour companies for ensuring that staff meet their responsibilities when on duty were to abide by companies' policies and regulations (key informants 1 and 2). Another interviewee (key informant 3) expressed that "the management of my company has established regular on-job training in providing tourist services to all the workers that come into contact with tourists."

The respondent continued to say that, again, the company provides opportunities for its human resources to attend workshops with themes about customer care skills in the tourism and hospitality business. In addition to that, briefing before and debriefing after travel done by management, job descriptions among the workers, and timed schedules or tour itineraries (key informants 4, 6, and 7) actually make the staff committed once they are assigned the work to do.

An issue of job descriptions among the workers in tour companies is used as a guideline document used to make the staff become obedient and respectful at the workplace. In that case, this influences hard-working spirits among them and allows them to operate tourist activities properly with higher efficiency. Apart from that, two narrators (key informants 7 and 8) reported that for the management team of each tour company to control well the business activities, they employed so-called tour leaders or safari directors in another way.

The main duties of these entitled people are to oversee all the daily tourist operations planned to be done and give professional advice accordingly to the subordinates towards tourist service satisfaction. Nevertheless, tour leaders or directors are responsible for producing daily reports to brief the management of respective tour companies on what is happening beyond doubt and make them aware of everything. This managerial idea helps even in solving immediate problems during operational duties.

Finally, the other tour operator company represented by key informant 5 applies an orientation course to the newly employed workers. So, to make sure that new employees get used to the environment in the company, it runs a short course for the purpose of instructing them on the working procedures to achieve the highest standard of service. The respondent

prolonged by saying, "My tour company, that I used to work with, runs this orientation course every year" (See Table 4).

Table 4: Mechanisms used by tour companies to make staff responsible

S/N	Mechanisms in place	Tour company	Results at work
1	Companies' policies and regulations	A and B	High commitment to the staff.
2	On job training	C	Building competence at work.
3	Workshops on Customer care	C	High quality services to the customers.
4	Orientation course	E	Quick cope with environment.
4	Briefing and debriefing	D, F and G	Showing commitment in providing tourist services.
5	Job descriptions	G and H	Building spirit of being responsible always at work.
6	Daily reports from tour leaders	G and H	Close follow up to what is happening to the customers to meet their expectations.

Source: Author (2022)

The tour companies' working environments for the staff

The following are different motivational strategies that have been employed by the companies under the study:

The regular bonus to hard workers: Some tour operator companies retain their committed workers by giving them extra money once they perform their duties perfectly. This has been done by different tour companies (key informants 2, 3, 4, 5, and 6). In the same element, it was reported that there is discrimination in providing this kind of bonus as it remains secret in the office (P3, FGD3). With this scenario, the study discovered that there is no transparency in this company at all, as this system demoralizes the workers. Even so, other participants (key informants 3 and 5) stated that the bonus is provided at the end of the year to every employee, especially when there is a high generation of income in the companies.

Tips are provided by tourists to the workers after service delivery. During conversations between the researcher and representatives of tour operator companies, it became clear that the majority of people employed as tour guides, tour leaders or directors, tour drivers, and tour concierges are not attracted by the amount of money offered by employers, but instead rely on tips provided by tourists at the end of each tour. It was elaborated more by two of the key informants (key informants 1 and 2) that "we servants of tour companies are paid very low salaries although we generate a lot of money for the owners of the companies." Yet, as tips seemed to be a major source of income (refer to Table 4) for the workers of tour companies, particularly the tour guides, it was implied that some semi-skilled workers are employed as casual labourers without legal employment contracts although they are in the scheme of monthly payments. Because tour companies' employers want to continue with such exploitation of their workers, it was reported by one employee (key informant 1) that sometimes those people interested in upgrading their education are discouraged as they face restrictions when they are asking for permission to attend classes or examination sessions to upgrade their education levels.

Another motivator which has been mentioned by the staff of tour companies is incentive travel given by some companies (key informants 2 and 8). For the purpose of escalating workers' morality at work, some tour companies have a culture of sponsoring their employees to visit potential tourist destinations, especially during the low season in order to make them relax and get exposed to those sites visited.

By straining in the similar issue of incentive travel, key informant 2 continued to say that the system has built a good relationship between the employees and the employer, and for

that reason, it makes everybody enjoy the working environment. Also, through this propensity, it teaches different activities and workers get new life experiences. In addition to the ongoing theme, other tour operators have employed a new mechanism of loan provision for retaining their workers, something that has reduced staff turnover compared to the past (key informant 3 and 5). This was insisted upon by one of the participants during the focus discussion that, "actually nowadays, at least we are given an opportunity to access financial credits for different family development projects" (P4, FGD2).

When the researcher tried to follow up closely on this issue, the participants said that loan access is not done in many tour operator companies because people have no job security, like a specified term of the contract or even social security fund membership. Therefore, for this genuine reason, financial supporters such as bankers and others cannot offer any credit to this category of workers. In another way, the research study conducted revealed that few tour operators offer medical cover services to their employees and respective family members. "Really, this has been one of the most important motivators that encourage workers to work with more hope," key informant 5 said. However, the researcher heard from other interviewees that other tour operators claim that medical cover is included in the monthly salary of every employee in spite of the very low salary (key informant 6, 7, 8).

Sadly enough, one participant (P1, FGD4) spoke to the researcher that, formerly in his tour company where he works there was medical cover in place but later on it was removed so that the owner can minimize operational cost and maintain super profit to the company without bearing in mind that this caused embarrassment to the employees in the company. The findings of this current study show a gap from the study carried out in the hotel industry in Taiwan as Boella and Goss-Turner (2005) argued that if the organisational objective is cost control, staffing will be kept at a minimum level with the risks of understaffing; if service is paramount in the organisation, staffing will be kept at a safer level relatively.

Apart from the above, another way of retaining workers that was revealed from the field of research is certification. Some of the tour operators who are systematic and appreciate the work done by their employees normally award them certificates of appreciation once they perform well in their daily activities. This has been approved by the researcher when interviewing some of the respondents concerning the application of this method. "In our tour company, certificates of appreciation have been provided to the workers who work harder." said key informants at different times.

Finally, from the findings of this study, it has been reported again by another respondent (key informant 8) that few tour companies offer a good amount of accommodation allowance apart from duty allowance to the workers on official travel, especially to those titled as tour leaders, tour consultants, and tour directors. This has created a big gap among the workers in different tour companies whereby the same workers with the same rank are not given any amount for accommodation (see Table 5).

Table 5: Major sources of income and other benefits for workers in tour companies

S/N	Representative of tour company	Source of income	Other benefits
1	Key Informant 1	Tip, low salary	None
2	Key Informant 2	Tip, bonus, low salary	Incentive travel
3	Key Informant 3	Tip, bonus, low salary	Loans
4	Key Informant 4	Tip, bonus, low salary	None
5	Key Informant 5	Tip, bonus, good salary	Loans, medical cover
6	Key Informant 6	Tip, low salary	None
7	Key Informant 7	Tip, low salary	None
8	Key Informant 8	Tip, bonus, allowance	Incentive travel

Source: Author (2022)

Challenges facing tour companies during the recruitment process

Recruitment of the new staff at the international level in tour companies: In finding out different challenges that face tour operators once they recruit new staff, the researcher imposed the question of knowing the place of recruitment, whether it is abroad or not. When the interview was still going on between the researcher and the participants, it was whispered that some tour companies employ foreigners, although it is expensive due to reasons such as; the inadequate number of qualified experts in Tanzania; the need to exchange work experience in running tourism businesses between foreigners and locals (key informants 2, 4, 6, 8).

In relation to this theme, two key informants (4 and 6) stated that foreigners employed by their tour companies were subjected to racism and nepotism. From this circumstance, the study reveals that there is a problem with companies' management in terms of employment. After going deeply into the study, P2 in FGD3 said that "always there are conflicts happening between the workers and the management due to inequality among the workers." The result of these conflicts is the high turnover rate of employees to other employers, as it was reported that there is a big difference in pay between foreigners and indigenous people with the same level of education and qualifications and similar work responsibilities.

In line with the current study, hotels and restaurants in the UK have long looked to migrants to fill low-end service positions not sufficiently filled by the local markets (Ruhs & Anderson, 2010). Yet much of the competition for labor now comes from Asia, where tourism has grown in recent years. For example, Macao is currently earning a reputation as the Las Vegas of the Far East, with at least two hotels set to add 22,000 new workers in 2011 (Quintã, 2010). Dubai and Abu Dhabi have aggressively pursued tourism as a diversification strategy and almost entirely use transnational workers to staff hotels and resorts (Ho, 2008). Newer airlines from the Gulf States have also begun to use Southeast Asian workers (The Economist, 2010). One Filipino hospitality trainer suggested that although "poaching" of talented workers from the cruise industry was not a new phenomenon, the improving economies of Singapore, Australia, and China had increased the pressure (Isip, 2010).

Other challenges noted by participants involved in the study are a lack of committed people, multi-skilled professionals, and inexperienced staff (key informants 3, 4, 5, 6, and 8). From the listed problems that have been so common to many tour companies, the study proved that tourism human resources are a big challenge towards tourism development, especially in growing tourist destinations.

In the same constituent, it has been stated by one of the participants (key informant 2) that the problem that always happens when a company is looking for someone to replace the vacant post is the demand for high payment and a few hours of work. "This has been a challenge to the company as highly qualified staffs do not agree with the terms of employment." Therefore, tour operators still depend on cheap labour to carry out tourism operations for the sake of accumulating a super profit.

Future plans to eliminate staffing problems among the tour companies

As the research study's intention was also to find out measures or plans for solving the problem of getting staff required, the participants provided various alternatives from different companies. These alternative ways included *on-the-job training*; it was reported by different study respondents that, in order to get highly qualified staff in tour companies, there are future plans to conduct regular training for the employees with the aim of empowering them with professional skills to do extremely well in their daily activities (key informant 2, 3, 5, 6). Similarly, P6 and P5 from FGD1 and FGD2 respectively thought that salary increases would be considered in order to motivate current workers while also attracting others with different

talents in dealing with tour operations. Actually, this could solve this serious problem of even lacking committed employees in tour companies.

Again, the given findings in this theme can be supported by Maxwell and Quail (2002), who have also highlighted the significance of human resource management practices in developing strong service quality cultures. In a case study of Hilton International Hotels, they investigated the relationship of human resource management and development with quality service and found that there is a co-dependency between the positioning of human resource management and development on the one hand and service quality on the other.

In addition to that, Sourouklis and Tsagdis (2013), who reviewed the research focusing on the influence of workforce diversity on firm performance in the hotel industry across six countries (UK, USA, Canada, Hong Kong, Spain, and Singapore), found that human resources management (HRM) and environmental factors mediate the relationship between workforce diversity and firm performance. From a strategic HRM perspective, they found that fair and equitable staffing and recruitment policies have the most positive impact on women and ethnic minorities, which, in turn, has a positive impact on hotel performance through turnover and attitudes toward the organization.

Conclusion and recommendations

In the study about human resources compliance in selected large tour companies in Arusha, Tanzania, the researchers concluded that there is a need for the establishment of capacity-building programmes to improve professional skills in tour companies. This is because, when you look at the manpower available, most of the workers are semi-skilled although they are doing well in providing potential services needed by tourists. This has been influenced by the amount of experience they have in the travel industry. Also, lack of expertise among the workers in tour operator companies leads to poor management in running the business among the leaders as most of them seem to be not professionals but a part of the business, which makes the sector lag behind in spite of tourist attractions available. In addition to that, this research study disclosed a lot of important issues touching human resources, mainly in the tourism sector, and for this reason, it gives a clear direction of coming up with immediate measures to be taken by all tourism stakeholders and even public authorities for the development of tourism in the country and world at large.

In line with the study findings, in order to enforce human resources in the tour companies, employees should be empowered in terms of technical training that can be conducted either by the government or the private sector. Even though similar to this, fresher courses for the in-service staff in tour operations should be the culture of employers to increase efficiency at work. This will result in the development of the tourism sector and good economic growth in tourist-receiving destinations. Also, it should be clear to the owners of the tour companies and other related businesses that ownership and business management are two different entities. When management intervenes with possession of any business, the operational regulations and rules are not obeyed at all. To make the business activities run properly, the management team of experts must be given room to exercise their expertise, which will result in reasonable outputs.

In planning for tourism development, the tourism policy makers and planners should come up with a piece of advice on the classification of schemes of service to the workers based on qualifications and level of education in providing direct services to the tourists. This will help in standardizing tour operator services. Therefore, through this mechanism, it is believable that the majority of tour operators would like to recruit highly qualified personnel to operate various tourist activities and cater to the needs of tourists. Furthermore, tour companies need to make effective use of tourism and related studies experts in improving their business

organizational structures for ease of operations as some of the tour operators do not have clear organizational structures to lead them in their daily operations. This is a fundamental part of human resources for any business organization, whether it is profit or non-profit. Finally, because the current study determined human resource compliance for large tour companies in Arusha, Tanzania has been so interesting among the participants; future researchers are encouraged to emerge with related studies to examine human resource issues even in tourist hotels, airline companies, and other tourism-related vendors. This may result in fruitful findings towards tourism development in the world's destinations.

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