

Assessment of Employee Development Skills Gap and Productivity in the Hotel Industry in Plateau State, Nigeria

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Abstract

This study evaluated the impact of employee development and the skills gap on productivity in a sample of hotels in Nigeria's Plateau State. The study used a descriptive research design and a survey methodology. The managers of all hotels registered with the Plateau State Tourism Corporation made up the study population. The hotels that were sampled and the sample size were chosen using the purposive sampling technique. A standardized questionnaire that was given to 57 managers was used to gather the quantitative data. Inferential statistics (chi-squared logistic binary test) were used to test the hypothesis while descriptive statistics (frequency count, percentage, mean, and standard deviation) were utilized to analyze the quantitative data. The results showed that there are deficiencies in both technical and soft skills, which have an impact on employee productivity. The consequences include losing customers to competitors, rising operational costs, challenges in maintaining high standards of quality, low productivity, failure to implement new working procedures, and complaints and unhappiness from customers. The results also indicated that productivity suffers from a lack of personnel development. The outcome of hypothesis 2 showed that although there is a skills gap, it does not significantly affect productivity in the hotel sector in Plateau State. The study comes to the conclusion that staff training and development is the answer to the skills gap and increased productivity. It is recommended that hotel managers and supervisors describe the needed and available abilities of their staff in order to pinpoint any skill gaps and provide suitable training initiatives. Hotel owners will find the study useful.

Keywords: Employee Development, Skills Gap, Productivity, Hotel industry, Plateau State.

Introduction

Businesses increasingly place a high priority on employee development in an effort to cultivate a highly competent staff that can successfully compete in today's business environment. One of the four main segments of the hospitality and tourist industry is the hotel sector (Lashley, 2015; Dolasinski & Reynolds, 2019). As a significant employer of labor, the hotel business significantly boosts the gross domestic product (GDP) of many nations, claim Marneros, Papageorgiou and Efstathiades (2021). Due to the labor-intensive nature of the profession, providing high-quality service to patrons necessitates a variety of abilities (skills). These abilities can be acquired through rigorous training and educational programs. Both hard and soft talents can be used to describe these abilities. The technical abilities, also referred to as the hard skills, were initially considered vital for employment (Anthonius, 2021).

Receptionist, housekeeping, food and beverage (F&B) production, food and beverage (F&B) service, baking and confectionery, and mixology abilities are a few examples of unit-specific technical skills in the hotel sector. To gain a job and be effective in the hotel sector, these technical skills are no longer enough, according to Harkison et al., (2011). It is therefore impossible to overstate the importance of having a variety of soft skills, such as interpersonal

skills, communication skills, leadership skills, team orientation skills, adaptability skills, and flexibility skills, in order to function effectively and efficiently in today's workplace (Fadhil, Ismail & Alnoor, 2021; White, 2020). According to Madera et al., (2017), a worker's skill is the primary factor in determining how productive they are in the hotel industry and it includes education, skills, and training that the worker has acquired both on and off the job.

As opposed to other industries like manufacturing, oil, agriculture, and finance, the Nigeria Skills Council estimated in 2018 that less than 10% of managers and supervisors in the hospitality industry were considered to be suitably qualified (ILO, 2019). Training is frequently underfunded, while smaller hospitality businesses with less finances and fewer training opportunities tend to have more issues (Bello & Bello, 2021). This is consistent with the claims made by Dhaliwal and Misra (2020), Adedipe and Adeleke (2016), and others that employee development hinders productivity in the hospitality industry due to concerns with not being able to offer or having the resources to pay for individuals on training leave. Additionally, some firms fear that after staff receive training, they may be poached by rival businesses.

Overall, workers in the hospitality sector are frequently viewed as being underpaid and underqualified, and the sector is frequently not considered to offer promising long-term career opportunities (Dhaliwal & Misra, 2020). However, according to the literature that is currently available, excellent training increases customer or client happiness as well as the human capital of the workforce, which in turn improves performance, commitment, and retention. A key component of many hotel industry regeneration initiatives is staff skill development, which influences workers' productivity through raising the level of service. However, insufficient employee training and development has contributed to low service quality and visitors' unhappiness throughout the hotel business, particularly in Nigeria. (Che et al., 2017, Adedipe & Adeleke, 2016).

Many nations have noted that developing skills is of greater interest. The interest is being sparked by the economic, social, and developmental concerns. Employee skill sets define the quality of their performance and productivity, and these skill sets determine employee performance and production. Due to the significant skills gap in their workforce, certain hotels are currently having trouble remaining competitive. As a result, managers can concentrate on the necessary skills and development needs that are required to increase productivity by analyzing employee skill gaps and growth. This information on competencies is crucial. As a result, investing in skills are likely to improve productivity and growth rates.

The main objective of this study is to assess the impact of employee development and skills gaps on productivity in the selected hotels in Plateau State, Nigeria. The specific objectives are to:

- i. define the effects of the skills gap on employee performance and productivity in the selected hotels in Plateau State, Nigeria;
- ii. determine the impact of employee development on efficiency in the selected hotels in Plateau State, Nigeria;

The study seeks to answer the following questions:

- i. what are the effects of the skills gap on employee performance and productivity in the selected hotels in Plateau State, Nigeria?
- ii. what is the influence of employee development on productivity in the selected hotels in Plateau State, Nigeria?

The hypotheses in this study are stated in the null form as follows:

- H₀₁:** Employee development will not significantly have an impact on productivity in the selected hotels in Plateau State, Nigeria.
- H₀₂:** The identified skills gap does not significantly predict employee productivity in the sampled hotels in Plateau State, Nigeria.

Literature review

Conceptual Clarification of Hospitality

A relationship between a host and their guests is referred to as hospitality (Lashley, 2015). This relationship can be either commercial, where the guest is required to pay and act appropriately, or private or social, where the guest is expected to contribute to the relationship and repay in some way. By providing lodging, food, and/or drink, it is a type of human interaction that is voluntarily undertaken with the intention of improving the well-being of both the host and the guest (Brotherton, 1999). The supply of lodging, food, and beverages is a business subject that makes hospitality distinct from other economic activities (Batinic, 2013). Additionally, hospitality differs from other economic activities in terms of its unique qualities.

Hotel Industry

One of the four components of the hospitality sector, the hotel industry is a service-oriented industry that offers tourists food, beverages, lodging, and other auxiliary services on a commercial or wellness basis (Bello & Bello, 2015). In exchange for cash, it is also a location where travelers can find food and lodging. According to Baum (2013), the hotel sector is a business that offers a wide range of services, including lodging, dining, entertainment, and high comfort for travelers who are far from home. Similar to this, a hotel is a business that primarily offers food, beverages, and sleeping accommodations in exchange for mutual satisfaction between the host and guest (Lashley & Morrison, 2000). The hotel sector differs from other industries in this specific way.

Employee Development

Employee development involves the improvement of an individual's capability to function commendably in his or her present or future job and work organisation (Dachner et al., 2019). Proficiency can be seen to be related to development when the employee shows interest in the process. Knowledge, learning effectiveness, sense of expertise, and commitment to enhance proficiency affect the employee's search for meaning which entails new learning and reorganisation of old. Effective teaching-learning transactions encourage employee learners to assume major responsibility for objectives and pacing; combine an overview of content with emphasis on important aspects, and contain a sequence of activities that encourages persistence in learning accomplishments and the use of new learning. Proficiency entails some combination of knowledge, skills, and attitudes. Persistence in helpful learning activities is crucial to learning, which builds employees' self-confidence in the development programme and makes them for the greater task, as the case may be.

Skills Gap

The American Society for Training and Development (ASTD) defines skill gap as the gap between the current capability of the employee of an organisation and the skills needed by to achieve its goal. It is said to be the perceived mismatch between the employer's skill needs and the available workforce skills. According to Murshid (2016), the skills gap is a situation where employers are employing workers that they consider under-skilled or that their current staff are under-skilled compared to some preferred levels. It is the gap between an organisation's current capabilities and the skills it needs to achieve its goals. This affects the growth of the organisation

and its competitiveness. It is a situation where employers hire workers that they consider under-skilled or that their existing workforce is under-skilled relative to desired levels. On the other hand, Murshid (2016) maintained that skills shortage refers to the difficulty in filling existing vacancies; that is, there is insufficient manpower or the available ones lack the necessary skill mix.

The skills gap impacts organisations' levels of productivity as it affects workers' efficiency. In simple terms, the skill gap is a disparity between the demand and supply sides of a labour market. The hospitality and tourism sector are within the service industry, and the characteristics of its services include intangibility, heterogeneity, and inseparability of production and consumption. This means that there is a high degree of interpersonal interaction between consumers and service providers (Bello, Kamaga & Jamu, 2019).

Productivity

Traditionally, productivity is defined as a measure of output over time. It was used to describe what types of soil, plots of land, or varieties of plants produced the greatest yield (Sink, 1985). In business, productivity is used to account for the amount of work completed, the quality of that work, and its worth in terms of organisational objectives (Samson & Gungul, 2014). The connection between the hotel industry's competitiveness and its productivity is obvious. Invariably, four basic factors for increasing productivity of the employees are; education, nutrition, the availability of the labour force and the extent of staff training and the development of the employees' skills (Pupavac, 2020). Hence, the best way to improve productivity in the hotel industry is connected to human resource issues. Consequently, Storey (2018) opines that in the labour-intensive hotel industry, the employee plays an important role in providing quality services to guests and the employees' knowledge of keeping a high level of guest satisfaction would thus be a key issue to help generate high productivity.

Empirical Review

Employee Development and Productivity

A study on the effect of training and development on workers' productivity in the twenty-first century was done by Adamu, Mohammed, and Gana in the year 2022. According to the research, trained employees tend to be more skilled, proficient, and competent at their employment than untrained individuals. It is concluded that training and development have a favorable impact on employees' productivity; as a result, organizations should instill the habit of training and developing their employees into their workforce to increase productivity and acquire a competitive edge over rivals. The effect of training and development on worker performance in Sri Lanka's hotel sector was evaluated by Aslam and Ratnayake in 2021. According to the respondents, a high-performing organization places a significant priority on training and development. It also revealed that there is a strong relationship between the independent variables (training and development) and the dependent variable (employee performance).

Disanayaka & Sujeewa (2020) looked at how training and development affected the productivity of non-managerial staff in star-rated hotels in the Matale District of Sri Lanka. The results demonstrated a strong correlation between non-managerial staff members of the chosen hotels' performance and productivity and their training. The study does find, however, that in addition to training, other factors including competency, personal traits, trainers, and work environment can affect or have an impact on employee performance.

The value of training and development and the degree to which it affects employees' performance in the tourist sector in Odisha were evaluated by Mohanty, Mishra, and Mohanty

in 2020. The results show that organizational training and development have an impact on employees' overall performance. In order to achieve organizational goals and objectives, the study emphasizes the importance of training and development for all levels of personnel. The aforementioned literature makes it abundantly evident that the hotel sector needs to comprehend that, in this fiercely competitive business environment, human resources are what truly count most for the management and profitability of hotel operations.

Skills Gap and Productivity

Anthonius (2021) examined at how employee empowerment, soft skills, and hard skills affected how well employees performed in Indonesia's hotel sector. The results demonstrated that the hard and soft skills variables had a favorable influence on employees' performance in Indonesia's hotel sector. It came to the conclusion that management of hospitality firms in the study region must strengthen the soft and hard skills of their staff through training and development for increased performance. In Cyprus' hotel industry, Marneros et al. (2021) looked at the essential skills for success. According to the research, managing guest issues and effectively communicating with clients and customers were deemed to be essential competencies. The following of safety and hygiene rules, as well as identifying and resolving customer issues, were ranked as competencies of significant importance.

Dhaliwal and Misra's study (2020) identified the notion of employability skills in the context of the hospitality industry. The research revealed the need for leadership, interpersonal, oral and written communication, teamwork, positive attitude, customer service, professional and ethical standards, personnel management, professional attitude, hard and soft skills, time management, decision-making, and information technology skills in the hospitality industry. The study's findings suggest that when developing their curricula, hospitality educators should foster an academic environment in which their students can acquire the skills mentioned in the study through both theoretical and practical knowledge.

Francis et al., (2019) examined the skills shortage in Kenya's tourism and hospitality sectors. The number of contact hours in practical sessions for graduates of Technical and Vocational Training Institutes (TVET) was found to be higher than that of graduates of universities. According to the study's findings, the majority of managers and supervisors in Kenya's tourism and hospitality sectors give technical college graduates a better evaluation than do university graduates. More technological, social, and intercultural competencies are required of graduates. Bello, Kamanga, and Jamu (2019) also assessed the skills gap and training requirements in the Malawian tourist sector. In the Malawian tourist industry, talent deficiencies were found in the areas of lodging, food and beverage, travel, attractions, and transportation. The study came to the conclusion that Malawi's tourism and hospitality sector faces difficulties in matching its skill requirements to the shifting labor market and that there is a significant imbalance between supply and demand for generic skills.

METHODOLOGY

The research design of this study articulates the data requirements and the methods of collecting and analysing the data. The study is descriptive in nature where an attempt was made to describe the relationship of the independent variables to the dependent variable. The study population consisted of 57 managers from 57 purposively selected hotels from the list of registered hotels with the Plateau State Tourism Corporation. This method was adopted in the absence of an acceptable rating and grading system in the state. Similarly, the study adopted the survey research technique where a standardised survey was used to collect the quantitative data. The frequency count, percentage, mean, and standard deviation were used to describe quantitative

data gathered through the questionnaires. These methods are useful in analysing quantitative research. More so, frequency shows the repetition of the factor. Similarly, to test the hypotheses, inferential statistics (chi-square and logistic binary test) was employed. All propositions were tested at a 0.05 level of significance.

Results And Discussion

Results of this study are presented in line with the research questions and hypotheses.

Research Question one: what is the impact of employee development on productivity in the selected hotels in Plateau State, Nigeria?

Table 1: Effects of Skills Gap on Employee Productivity

Variables	Yes (%)	No (%)	INS (%)	Total (Frequency)	Total (%)
Loss of business to competitors	29 (50.9)	20 (35.1)	8 (14.0)	57	100
Delay in developing new products or services	21 (36.8)	28 (49.1)	8 (14.0)	57	100
Have difficulties in meeting quality standards	22 (38.6)	32 (56.1)	3 (5.3)	57	100
Have higher operating costs	29 (50.9)	21 (36.8)	7 (12.3)	57	100
Difficulties introducing new working practices	30 (52.6)	22 (38.6)	5 (8.8)	57	100
Increase workload for other staff	35 (61.4)	20 (35.1)	2 (3.5)	57	100
Outsource work	27 (47.4)	20 (35.1)	10 (17.5)	57	100

N=57,

INS= I'm Not Sure

Source: Author's Fieldwork, 2022

Table 1 above reflects the effects of skills gap on employee performance and productivity in the sampled hotels in Plateau State. It indicates that amongst other effects; increase in workload, loss of business to competitors etc. have effects on employee performance and productivity.

Research Question two: What is the impact of employee development on productivity in hotel industry in Plateau State, Nigeria?

Table 2: The Impact of Employee Development on Productivity in Hotel Industry

Variables	Yes (%)	No (%)	Total (Frequency)	Total (%)
Does the incompetency of some staff have impact on productivity?	37 (64.9)	20 (35.1)	57	100
Does failure of employee development lead to guests' dissatisfaction and complain?	30 (52.6)	27 (47.4)	57	100
Does employee development lead to enhanced productivity?	40 (70.2)	17 (29.8)	57	100
Does failure of employee development result into shortage of skills?	39 (68.4)	18 (31.6)	57	100
Does failure of employee development lead to over working of the few skilled staff?	26 (45.6)	31 (54.4)	57	100

N=57

Source: Author's Fieldwork, 2022.

Table 2 shows the perceived impact of employee development on productivity in hotels in Plateau State. Five items were constructed to elicit this information from the managers of which only the last item, namely "failure of employee development leads to over working of the few skilled staff" with 54.4% was found to have no impact on productivity. Items on "does the incompetency of some staff have impact on employee productivity", "does failure of employee development lead to guests dissatisfaction and complaint" and "does employee development lead to enhanced productivity" with 64.9%, 52.6%, 70.2% and 68.4% respectively were found to have serious impact on productivity if employee development was jettisoned.

Research Hypotheses

H₀₁: Employee development will not significantly have an impact on productivity in the sampled hotels in Plateau State, Nigeria.

Table 3: Chi-square showing the impact of employee development on productivity

Employee Development	Productivity			Total	df	P
	Low	Moderate	High			
Yes	2	24	11	37	2	0.016
No	2	5	13	20		
Total	4	29	24	57		

Source: Author's Fieldwork, 2022.

Study findings summarized in Table 3 reflected a significant effect of employee development and productivity since the alpha p value was 0.016 less than the 0.05 benchmark of significant level with degree of freedom 2. Therefore, the result is significant and this led to rejection of hypothesis 1. The implication of this finding is that employee development will have impact on productivity.

H₀₂: The identified skills gap does not significantly predict employee productivity in the selected hotels in Plateau State, Nigeria

Table 4: Logistic Binary Regression Table Showing Prediction of Skills Gap against Employee Productivity
Variables in the Equation

Variables	B	S.E.	Wald	df	Sig.	Exp(B)	95% CI for EXP(B)	
							Lower	Upper
Communication skill	.775	.498	2.418	1	.120	2.170	.817	5.764
Initiative skill	.123	.350	.123	1	.726	1.131	.569	2.246
Multitasking skill	-.062	.343	.033	1	.856	.940	.480	1.839
Adaptability skill	.597	.322	3.433	1	.064	1.817	.966	3.418
Attention to details skill	.014	.410	.001	1	.974	1.014	.453	2.266
Cultural awareness skill	.419	.308	1.855	1	.173	1.520	.832	2.778
Networking skill (ICT)	.069	.307	.051	1	.821	1.072	.588	1.955
Neatness and professional skill	.197	.482	.167	1	.683	1.218	.473	3.133
Problem solving skill	-.641	.483	1.763	1	.184	.527	.204	1.357
Stamina to stand for long period	-.046	.359	.017	1	.898	.955	.472	1.931
Calmness under pressure	-.165	.391	.179	1	.672	.847	.394	1.824
Multi-language skill	-.837	.394	4.499	1	.034	.433	.200	.938
Resilience	-.529	.331	2.550	1	.110	.589	.308	1.128
Constant	-1.763	.907	3.776	1	.052	.171		

Source: Author's Field-work, 2022.

Table 4 showed that communication skill with coefficient of 0.775 and p value of 0.120 at alpha level of 0.05 will not predict employee productivity. Meanwhile the p value is greater than 0.05, the relationship between communication skill and employee productivity is not

significant. The null hypothesis is therefore not rejected. Initiative skill with coefficient of 0.123 and p value of 0.726 will not predict employee productivity because p value is > 0.05 ; the null hypothesis is therefore not rejected. Multitasking skill was found not to be significant in predicting employee productivity as shown in the same Table. This is because it has a coefficient of -0.062 and p value of .856, $p > 0.05$, therefore, the null hypothesis is not rejected. It was also shown that attention to details skill will not predict the employee productivity with coefficient value of 0.140 and p value of 0.64 as the $p > 0.05$, but those with skill that pay attention to details are likely to predict productivity 1.014 times higher than those that do not. Similarly, cultural awareness skill will not predict the employee productivity at coefficient of 0.419 and p value of 0.1520 with CI (0.832, 2.778). Therefore, the null hypothesis that says skill gaps will not predict the employee productivity is not rejected. Likewise, networking skill with coefficient of 0.69 and p value of 0.821 with CI (0.588, 1.955), will not predict employee productivity as the p value is greater than 0.05. The null hypothesis that says absence of networking skill will not predict employee productivity is therefore not rejected. Both hypotheses on problem solving skill and stamina to stand for long period skill are not rejected because their p values are 0.184 and 0.898 respectively and are above 0.05 level of significant. Calmness under pressure had co-efficient of -0.165 and p value of 0.672. The p value is above 0.05 hence the hypothesis is not rejected therefore it is significant. Multi-language skill will predict the employee productivity at coefficient of -.837 and p value of 0.034 with CI (0.200, 0.938).

Therefore, the null hypothesis that says multi-language skill will not predict the employee productivity is rejected. Lastly, resilience as a skill did not predict the employee productivity with p value of 0.110 and co-efficient value of -0.529. Thus, only multi-language skills will predict employee productivity.

Discussion of Findings

The first research question enquired the consequences of the skills gap on employee productivity in the hotel industry in Plateau State, Nigeria. The results showed that staff incompetency; low patronage; low quality standards; low productivity amongst others were identified as the repercussion of the skills gap in the selected hotels in the study area. The study also revealed that loss of business to competitors, delay in the development of new products or services, having difficulties meeting quality standards, having higher operating costs, etc. are all as a result of skills gaps and have grave effects on employee productivity.

Some of the studies that corroborate this result are those by Rowley, Purcell, Richardson, Shackleton, Howe & Whiteley (2000) who summarised the effects of skills gaps (deficiencies) to include; reduced product and service quality; threat to stability and contract renewal; low sales and profitability; reduced choice of product strategy and delays to implement; failure to comply with legislation related to skill deficiencies; and reduced productivity. In the same vein, Sharma (2020) maintained that skills gaps in the UK hospitality industry result in business loss to competitors and guests' discontentment. Antonius (2021) maintained that both technical and interpersonal skills were positively impacting employee performance in Indonesia's hotel industry. The study recommended that employees' technical and interpersonal skills should be developed for hospitality enterprises workers in the study area.

Similarly, Folakemi, Anthonia, and Dayo (2017) submitted that the hotel operation is highly competitive, and the competition is becoming ever more severe. Because of the penetrating competition and personalised nature of services in the sector, meeting customer satisfaction through effective human resource management practices is one of the key factors in the

retention of existing customers and the attraction of new ones. The only way to achieve this competitive position is to concentrate on the issue of skills gaps in the hotel sector. According to People 1st (2015), the skills stand of the sector plays a critical part in undermining employee performance and productivity. It maintains that businesses in the sector report that their staff lack the skills to meet business requirements. Thus, as labour and skills shortages intensify, there will be a decline in visitor satisfaction and this will affect the sector negatively. Furthermore, as correctly observed, the consequences of the skills gap affect communities, states, regions, and the entire nation when there are insufficient trained workers with the necessary skills for critical jobs (Amany, 2014). In the same vein, Bayraktaroglu and Cickusic (2014) reported the huge impact of skills gap on employees' performance and productivity.

The second research question enquired also, the influence of employee development on productivity in the hotel industry in Plateau state, Nigeria. To answer the research question, five items were constructed to elicit this information from the managers, of which only the last item, namely "failure of employee development leads to overworking of the few skilled staff," with a negative response of 54.4%, showed it has no significant impact on productivity. Does some staff incompetence affect employee productivity?"; "Does a lack of employee development lead to guest dissatisfaction and complaint?" and "Does employee development lead to increased productivity?", "64.9%, 52.6%, 70.2 and 68.4%, respectively, were found to have a serious impact on productivity if employee development was jettisoned.

These findings are in conformity with the study by Gomez-Meja, Balkin & Cardy (2016) which concluded that it is shared practice that organisations emphasize multitasking training and development through cross-functional training, job rotation, personnel training and development between operational units, and peer training and development. Hazra, Ghosa and Sengupta (2017) concluded that training and development have an impact on employees' effectiveness and development. In the same vein, Samson and Gungul (2014) opined that training and development are panacea to enhanced productivity in the hospitality industry. Similarly, Gambo (2015) found that employee training and development enhance performance, productivity, and technical knowledge to withstand the technological changes of the time.

Corroborating this point, Salah (2016) maintained that training and development have a positive simultaneous relationship with employee performance and productivity. Show (2013) asserted that training and development is an avenue to acquire more new knowledge and acquire further skills and techniques to function effectively. Staff development is focused on future tasks and responsibilities (Majeed & Shakeel, 2017). A skilled staff have a progressive impact on organisational performance as it adds more effectiveness and efficiency to their output which in turn, improve the organisational performance. Most organisations have come to accept the fact that employees are their most valued assets and that development is required to sustain their loyalty and motivate them, thereby increasing productivity to achieve their vision (Shonubi, 2020). Similarly, Nebo, Iloanya and Egole (2015) observed that staff development should be encouraged as part of employees' career advancement and to increase loyalty, thereby increasing their job performances.

Hypothesis one tested the impact of employee development on productivity in the hotel industry in Plateau State, Nigeria. The result of the Chi-square test was analysed, and the summary indicated a significant relationship between employee development and productivity. The finding is in line with the study of Regen, Johannes, Edward & Yacob (2020) which reported that employee development is a determinant of employee performance, which contributes to high productivity. Other findings that buttress these findings include; Mamy, Shabbir and

Hasan (2020), Habon et al., (2019), Abdullahi, Gwadabe and Ibrahim (2018), Salah (2016), Tahir and Yousafai (2014), Samson and Gungul (2014), Malaolu and Ogbuabor (2013), and Laing (2009), amongst others. It is to be expected that findings like this should be made public to the knowledge of hotel operators and even governments so that training and development can be intensified in the hotel sector in Plateau State in particular and the nation at large to improve productivity and revenue generation.

Hypothesis 2 tested if a skills gap will not significantly predict employee productivity in the sampled hotels in Plateau State, Nigeria. The results of the logistic binary regression showed that communication, initiative, multitasking, adaptability, and attention to detail skills were identified as the skills gap in this study area. Similarly, cultural awareness, networking, neatness and professionalism, problem-solving ability, stamina to stand for long periods of time, and resilience skills were also identified skills gap. Almost all these skills were found not to predict productivity in the selected hotels in Plateau State. However, multi-language skills were found to predict employee productivity at a coefficient of -839 and a P value of 0.034 with ci (0.200, 0.938). It should be noted that this result did not test the effect of the skills gap on employee productivity; rather, it tested the level of significance. That is to say, there is a skill gap, but it is not significant enough to predict productivity. This finding is supported by the report of Morris et al., (2020) which asserted that skills gap procedures are not significantly considered as a direct effect. They maintained that the skills gap represents a lack of potential knowledge and proficiency by the employees.

In their study, Mamy et al., (2020) reported that employee skill development has a positive relationship with performance and invariably leads to an increase in productivity. Green (2011) reported that industry leaders assessed cultural awareness to be very important in the tourism and hospitality industry. Hasrul et al., (2021) affirmed that among the competencies currently required in the work environment of tourism, are the ability to express oneself fluently in English, which has a positive impact on productivity.

Adu-Oppong (2014) also maintained that communication is an element that affects the effectiveness of individuals and organisations. Therefore, decent communication is a means for achieving productivity and sustaining strong working relationships at all levels of the organisation. Also, Green (2011) referred to cultural awareness skills as the skill of a person to manage their behavior to interact with others. From the foregoing, employee productivity of a hotel hinge on the level of interpersonal skills of its staff and the ability to construct the skills to achieve the organizational goals. In addition, Nicole et al., (2016) reported that the importance of technical skills such as networking and ICT and interpersonal skills of employees is essential for the growth of an organisation and cannot be over emphasised. Similarly, Trajanoska and Kostovski (2016) contended that enhancing problem-solving skills is the best practice of a good organization and the organisations rely on the possession of these particular skills by their employees to solve complex problems and face uncertain circumstances.

Conclusion and Recommendation.

The study assessed the impact of employee development and skills gaps on productivity in selected hotels in Plateau State, Nigeria. The hotel industry is connected to the service of guests and customers; hence, it requires skillful employees to remain successful in the competitive game of the industry. For a hotel organisation, training and development of employees remain the greatest crucial influences for the attainment of the hotel. This study revealed that loss of business to competitors, delay in the development of new products or services, having difficulties meeting quality standards, having higher operating costs, among others are all as a

result of skills gaps and has a severe effect on employee productivity. The impact of the failure of employee development on productivity includes guests' dissatisfaction and complaints, frequent complaints and threats to patronage by the guest. The result of the binary regression test showed that communication skills, initiative skills, multitasking skills, cultural awareness skills, networking skills, problem-solving skills, calmness in the face of provocation skills, and resilience skills will not significantly predict employee productivity, except for multi-language. In addition, there is a weighty relationship between worker development and productivity. The study concludes that employee training and development are very important in the industry and a panacea to the skills gap and enhanced productivity. It is recommended that managers in the hotel industry should assess the skills sets of their employees with a view to offering the needed training and development programmes to upskill them and enhance productivity.

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