

Challenges Facing Large Scale Hotels in Asaba, Delta State

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<https://doi.org/10.56201/jhmtr.vol.7no3.2026pg7.21>

Abstract

The study focused on challenges facing large scale hotels in Asaba, Delta State. The objectives of the study are; to examine the challenges of large-scale hotels in the study area, to identify factors that can enhance growth of large-scale hotels in the study area and to proffer solutions to the challenges of large-scale hotels in the study area. To achieve the objective of the study, survey research design was adopted. The population for the study is 186 managers and staff of seven (7) selected hotels in Asaba, Delta State. The sample size is 127 after adopting taro Yamane formula. The data were collected using structured questionnaire. The data collected were analyzed using simple descriptive statistics such as frequencies, percentage, mean and standard deviation. The findings revealed that hiring and retaining the staff, change in marketing trends and dynamics, rising cost of daily consumables, change in guest expectations, losing loyal customers are the elements that shows the magnitude of challenges confronting large scale hotels. The findings also revealed that running loyalty guest promotion scheme, use of technology on hotel bookings, and reservation, use a software data driven, competition analysis is needed for the solutions to the challenges of large-scale hotels. Based on the findings, the study recommends Large scale hotels should ensure they employ Running loyalty guest

promotion scheme. Also, large scale hotels should ensure they Use of technology on hotel bookings, and reservation. That will help enhancing solution to the challenges.

Keywords: *Challenges of large-scale hotels, Hotel growth, Solutions to the challenges of large-scale hotels.*

1.0 Introduction

The hotel industry is among the oldest commercial activities in the world (Shaw& Sulzer-Azaroff, 2014). People needed to be accommodated while travelling and staying away from their homes. African countries have recently experienced an increase in hotel investment activities and new hotel developments have become the fastest growing economic activity not only in Sub-Saharan Africa but also in the world (Tornow & Wiley, 2011).

As an integral part of the larger travel and tourism enterprise, the hotel industry provides a wide range of travel and related services, such as accommodation, restaurants, entertainment, clubs and bar, recreational activities, among others required by a modern-age traveler (Srivastava, Guglielmo & Beer, 2010). In Nigeria, the hospitality industry has been credited as a vital tool in enhancing economic growth directly through domestic development and foreign exchange earnings (Srivastava, Guglielmo& Beer, 2010). Additionally, Nigeria has chosen tourism as one of its main economic drivers for poverty reduction, attraction of foreign investors and economic development which can offer employment opportunities, foreign exchange, investment income and tax revenue (Saunders & Renaghan, 2012). According to report from World Travel and Tourism Council (WTTC), (2016), the tourism industry contributed NGN 1,861.4bn (1.7% of GDP) and this figure rise by 1.1% to NGN1, 881.1bn in 2017. Nigeria is fast becoming a preferred international tourist destination offering new attractions, hotel and restaurants facilities. The establishment of hotels and recreational centers in Nigeria on large scale has ultimately helped in the socio-economic development of the country. For this development that has been as a result of the building and establishment of these hotels to be lasting, the challenges confronting the large scale hotels in Nigeria has to be limited as negligence of these challenges may lead to the shutting down of the already existing ones thereby discouraging entrepreneurs from investing this profitable niche of business known as the hospitality sector of Nigeria. The large and medium scale enterprises have long been recognized as an instrument of economic growth and development in Nigeria. This growing recognition has led to the commitment of World Bank group on large scale hotels sector, as core element in its strategy, to foster economic growth, employment and poverty alleviation. The World Bank group in 2004 approved roughly \$2.4 billion in support of Micro, Small and Medium Enterprises (World Bank, 2001).The large scale hotels have been given due recognitions especially in the developed nations for playing very important roles towards fostering accelerated economic growth, development and stability within several economies. Several researches have been conducted on the prospect and challenges of large scale hotels in Nigeria and abroad as large - and medium-sized enterprises (large scale hotels) have long been believed to be important in supporting economics development within a country (see Akhtar & CDASED, 1999; Mazzarol, Volery, Doss, and Thein, 1999; Al-Shaikh, 1998) while others such as Chukwuemeka (2006), Agwu and Emeti, (2004), Arinaitwe (2006), Lundström (2005), Oboh (2002), Okpara (2000), Wale-Awe (2000), Ihyembe (2000), Bruch and Hiemenz (1984), Binks and Ennew (1996), Baumbach (1983); and a host of others have observed various factors or challenges that impedes the performance of large scale hotels ranging from inadequate finance, poor infrastructural facilities, inadequate managerial skill, weak and

instability of government policies and other presumed factors and challenges causing premature death of large scale hotels as Beckman (1983) classified the problems as internal and external. Many studies have looked at the respective factors that are germane to the success of large scale hotels. Teoh and Chong (2008), Ding and Li (2010) argued about that lack of access to credit and managerial skills are the major obstacles to entrepreneurship development and that in a knowledge-based economy, the intellectual capital is gradually replacing the physical assets in modern enterprises. In the seminal work of Aschauer (1989), he finds that the provision of public infrastructure is a significant determinant of aggregate productivity of large scale hotels. It is against this background the study tends to assess the challenges facing large scale hotels organization. Though, large scale hotels in Nigeria have not performed creditably well and hence have not played the expected vital and vibrant role in the economic growth and development of Nigeria. This situation has been of great concern to the government, citizenry, operators, practitioners and the organized private sector groups like hotels. Recently, the governments at federal, state and even local levels through budgetary allocations, policies and pronouncements have signified interest and acknowledgement of the crucial role of the tourism sector of the economy and hence made policies for energizing the same. There have also been fiscal incentives, grants, bilateral and multilateral agencies support and aids as well as specialized institutions all geared towards making the large-scale hotels vibrant.

Pointing to these different findings, it appears that empirical studies on the prospects and challenges of large-scale hotels are still largely inconclusive as the direction to which of these factors serve as prospects for large scale hotels and those which are really challenges have not been properly identified. In tandem with the objective thrust of the previous study, none of these studies has observed the ranking of these challenges in order of their importance or the priorities on the large-scale hotels. The authors only argued on the presumed factors that affect large scale hotels, that is why this study intends to look at factors that have the highest priorities or ranking order of importance using principal component of factor analysis. The study aims at filling the gap by investigating the challenges facing large scale hotel organization. The main objective of the study is to assess the challenges facing large scale hotels in Asaba, Delta State.

The specific objectives of the study include;

- (i) To examine the challenges of large-scale hotels in the study area.
- (ii) To identify factors that can enhance growth of large-scale hotels in the study area.
- (iii) To proffer solutions to the challenges of large-scale hotels in the study area.

2.0 Review of Related Literature

Conceptual Review

Factors Influencing Business Performance in large scale Hotels

Human Skills and Education

Research on the relationship between human resources and hotel performance provides some evidence. For example, the findings of Kilic and Okumus (2005) show that staff recruitment, staff training, meeting guest expectations and service quality are the main productivity factors in the hotel sector. Chang, Gong and Shum (2011) analysed data from 196 independent hotels and restaurants operating in China and found that both hiring and training multi-skilled core customer-contact employees have significant and positive effects on incremental and radical innovation among hotel and restaurant companies. Wang, Shang and Hung (2006) looked at productivity and service quality changes in international hotels in Taiwan and found that

productivity in hotels has declined due to shortages in manpower. The consequence of this is hiring part-time, poorly trained employees, leading to low level of efficiency and poor service quality.

Innovation and Productivity

A number of researchers have focused on the relationship between innovativeness and profitability or productivity in hospitality branches. Wang and his team's (2012) investigation of 588 hotels in Taiwan employed a structural equation model for the test and analysis. Their results showed that total quality management (TQM) positively affects hotel performance. Market orientation also positively affects hotel performance. Market orientation has the mediating effect between TQM and hotel performance. External environmental factors are a true moderator between TQM, market orientation and hotel performance. Sandvik, Duhan and Sandvik (2014) demonstrated that innovativeness is in itself a powerful tool for competing in markets. They showed that innovativeness positively influences market advantage and market advantage positively influences business profitability. Chen and Soo (2007) demonstrated that technological growth contributes the most to growth in productivity, while labour and capital have little effect. In fact, more capital appears to retard productivity growth, while hotels find it costly to upgrade their existing capital stock with more modern equipment.

Managerial Efficiency

Data envelopment analysis (DEA) is often used for analyzing comparative performance in the hotel industry (Jones, Howcroft & Drake, 1997; Brown & Ragsdale, 2002; Hwang & Chang, 2003; Sigala, 2004; Barros, 2005; Neves & Lourenco, 2009; Yu & Lee, 2009). Hwang and Chang (2003) used DEA to measure hotel managerial efficiency change in hotels in Taiwan. Their results revealed that there is a significant difference in efficiency change due to differences in customers and management styles. In addition, they showed that the managerial efficiency of international tourist hotels in Taiwan is related to the level of internationalisation in these hotels. Neves and Lourenço (2009) highlighted that a focused strategy performs better than a diversification strategy; the scale efficiency is higher than pure technical efficiency and a decrease in the size of the companies would have a positive effect on the average efficiency level of the industry.

Geographic Location

Geographic location is one of the most important factors for hotel performance. Rigby and Brown (2013) investigated Canadian manufacturing firms and showed that virtually all plants reap productivity benefits from being located in places where occupational distribution of workers matches the demand for labour by occupation. However, these benefits tend to be larger for small and young businesses. Knowledge spillovers measured by own-industry plant counts within a radius of 5 km also generate productivity gains for smaller and younger establishment; those that are not part of multi-establishment firms and have been created by greenfield entrants rather than incumbent firms. Yang, Wong and Wang (2010) investigated the choice of hotel location with several location attributes, including agglomeration effects, public service, infrastructure, road and subway accessibility to tourist sites. Their results showed that accessibility by road and subway and agglomeration effects play an important role in the hotel's choice of location.

Agglomeration

As a service industry, hotels and restaurants are keen on locations that are proximate to their potential markets because they seek increased demand from potential guests. According to Barros (2005), hotels close to a potential market outperform their counterparts which have poor accessibility in terms of efficiency. As indicated by a model proposed by Yokeno (1968), in a monocentric city, hotels choose centrality of spatial location. In this regard, there is a large demand for accommodation in the city centre which may be the central business district or tourist district (Shoval, 2006). Weaver (1993) argued that this is because tourists prefer a location where various services are available. Tourists also prefer hotels located with access to other facilities, such as airports and railway stations. Urtasun and Gutiérrez (2006) estimated interactions among the four decisions – the geographic location, price, size and services – by using a location model. Beginning with the geographic location decision of the entrepreneur, both estimations (for the geographic- and price-competition approaches) concluded that geographic distance to competitors is reduced by size and service conformity, but augmented by price conformity. Their results suggest that Madrid's founders predicted greater benefits than costs by geographically agglomerating with competitors of similar size and services, but they predicted greater costs than benefits for geographic competition with similarly priced hotels. Externalities Chung and Kalnins (2001) examined how other competitors' traits affect performance in Texas's lodging industry. In rural markets, they found that hotel chains and larger hotels contribute to positive externalities. While expecting those hotels which are similar to the establishments creating these externalities, they found the opposite. Independent hotels and smaller hotels gained the most in places where competitors agglomerate. Barros (2005) also found that location appears to be the explanatory factor for efficiency whereby hotels near cities are more efficient than those in more remote locations.

Common Challenges and Solutions in Large Scale Hotel

Hiring and retaining the staff

Challenge: Every hotel requires quality staff at all the fronts; be it administration, maintenance, kitchen, housekeeping, or front desk. Lack of skill in the educated youths graduating from education houses is also proving to be major challenge in hotel industry.

Solution: Training the new workforce on a regular basis is the only remedy available. Retaining a qualified staff requires you to employ a few tactics. For example, cultivating a feeling of belongingness (culture) and value for the team members will make them attached with their jobs and instill a sense of responsibility in their minds (Kirzner 1980).

Change in marketing trends and dynamics

Challenge: Change in the advertising and marketing trend often creates a problem for the hoteliers. The traditional marketing methods aren't that effective now. So, for those who have always stuck to the old-school ways, this poses as one of the biggest challenges of hospitality industry. Online marketing is a surefire method, though it would take years for hotel owners to establish their strength. Online deals are booked by genuine guests and major transactions are paid in advance.

Solution: Engaging your guests on social media, messaging apps and other online sources can work wonders and give you results in a few months. Implementing effective digital marketing strategies is a strong solution to such issues in the hospitality industry. Be consistent and patient

with whatever tactics you apply (Thomas, Friel, Jameson, and Parsons D. 1997).

Operational issues

Challenge: There are countless operational challenges in hotel industry. Ranging from reservations management, attending guests, performing all front office operations, maintaining cleanliness in hotel rooms and premises, and more. However, hotel departments often fail to perform all tasks in sync which leads to a chaos and customer dissatisfaction.

Solution: Besides operations, front office problems and solutions are connected to an integrated hotel PMS system. The faster you adopt it, the better it is for your property. Your operations are automated and departmental functions are synced with a PMS, because it simplifies communications to a large extent (Webster 1998).

Rising cost of daily consumables

Challenge: Price inflation of daily use products, eatables and other supplies have risen steeply in the last few years. While that has affected all the industries, but it takes a huge portion of issues and challenges faced by the tourism and hospitality industry.

Solution: A visible solution to this would be to keep a constant check on the inventory, control on stock and reduce the wastage as much as possible. Consider implementing useful cost saving strategies at your property, which would help you manage the rising costs (Adler 2004).

Housekeeping issues

Challenge: Cleanliness is a basic requirement of every guest. In fact, you'd also ask for a clean and tidy hotel room when you are traveling. It's a need that remains on top all the time. A majority of hotel guests would prefer a clean room over complimentary amenities, any day. If you think about it, an unclean and messy room is also a common guest complaint. But hoteliers tend to miss this aspect among other operations.

Solution: Housekeeping challenges in hotels need to be managed well with effectual strategies and thought process. The housekeeping process needs to be aware of the clean and dirty rooms and constantly maintain common areas (especially post this pandemic). Do highlight these measures on your website and social media handles to gain your guests' trust.

For example; You can track both – arrival and departure list of guests through the hotel software and can update housekeeper to clean the room of all the guests who will check-out from the hotel. Moreover, whenever any guest check-in and ask for a room, you can easily check whether a housekeeper has cleaned the room or not with the help of the system.

This is the best way to manage tasks and keep track of the arriving and departing guests so that you can prepare yourself well in advance. This way, you can easily avoid challenges in housekeeping operations.

Change in guest expectations

Challenge: Change in guest expectations is one of the biggest problems in the hotel industry. You've witnessed that nowadays guests demand McCrimmon, M. (1995), *Unleashing the Entrepreneur Within*, Pitman, London. a lot more from the hotel. Free WiFi, entertainment system, unique stay experience, and swift check-in check-out services. Owing to the COVID19 pandemic, they'll also be expecting contactless hotel services to ensure a safe stay. Certainly, it's quite difficult to abide by these demands because of resource or capital bandwidth, but it's going to be imperative to do it.

Solution: So, contactless hotel services can be provided with the right technology. Consider deploying a self-service guest portal which will facilitate quick check-in check-out services, share location to your property, and even let guests request for pick-up and drop-off services. Keep yourself updated with the latest hotel industry trends. Doing that will help you meet the changing guest expectations in a better way.

Theoretical Framework

The resource-based theory

The resource-based theory was developed by Barney in 1995. This theory stems from the principle that the source of firm's competitive advantage lies in their internal resources, as opposed to their positioning in the external environment. That is rather than simply evaluating environmental opportunities and threats in conducting business, competitive advantage depends on the unique resources and capabilities that a firm possesses (Backhaus et al, 2002). The resource-based view of the firm predicts that certain types of resources owned and controlled by firms have the potential and promise to generate competitive advantage and eventually superior firm performance.

Contingency Theory

The contingency theory draws the idea that there is no one or single best way or approach to manage organizations. Organizations should then develop managerial strategy based on the situation and condition they are experiencing. Therefore, in this study, besides the systems perspective, contingency approach and the other main strategic management theories mentioned above, the resource-based theory or view (RBV) of the firm's competitive advantage in particular will be the underlying theoretical foundation applied and fundamental basis of the variables and their ensuring relationships that are being studied. This is because of the nature of the Nigeria polity that exposes all firms to high cost of doing business in terms of internal power generation and high-level corruption. As a result of this, this study will focus especially on the internal attributes (i.e. resources, capabilities and systems) of the organization towards attaining competitive advantage. Hence, it justifies the adoption of RBV as the main research tenet.

The Profit-Maximizing and Competition-Based Theory

The profit maximizing theory was developed by Porter in 1981. This theory was based on the notion that business organization main objective is to maximize long term profit and developing sustainable competitive advantage over competitive rivals in the external market place. The industrial-organization (I/O) perspective is the basis of this theory as it views the organization external market positioning as the critical factor for attaining and sustaining competitive advantage, or in other words, the traditional I/O perspective offered strategic management a systematic model for assessing competition within an industry (Pallant, 2007)

Empirical Review

Zhang and Astrid (2016), conducted a study on the challenges facing large scale hotels. Business performance, measured by turnover per employee, can be influenced by internal factors in firms, external economic and demand factors, as well as geographic location and agglomeration. The hypotheses were tested using an econometric model on the basis of micro business data. The results show that business performance in hotels and restaurants is positively related to traditional explanatory variables, such as profits, level of investment of firms, productivity of

hotels and restaurants in their regions, and concentration of firms. The paper focuses on two extra factors, i.e. human skills and geographic location. The study found that professional education, e.g. chef, has a positive impact on performance in restaurant businesses. Employees with higher levels of education including university students in hotel businesses also have an impact on performance. The location factor showed that hotels and restaurants situated in city centers perform better than those located elsewhere. The contribution of this paper is that by applying micro business data in hotel and restaurant branches, it allows the analysis of the detailed factors that might influence business performance. In addition, the results also allowed a comparison between hotel businesses and restaurant businesses.

Rose and Patricia (2013), conducted a study on the challenges facing large scale hotels. To achieve these objectives, a triangulation of both descriptive and exploratory design that involved 30 hotel employees as well as 20 supervisors and 10 managers/owners was used. A self-reporting, structured questionnaire was used. Items that relate to entrepreneurial practice, skills and challenges were measured on a five-point likert scale. Descriptive statistics were used to organize, describe and summarize the data on classification of the various hotels and challenges facing the hotel industry in Kericho town. Most hotels are owned by the local business people. They mainly attract domestic customers because the majority are restaurants with only one three-star hotel. Most of the hotel entrepreneurs considered financial management as the most important challenge followed by problem solving and interpersonal skills. The main challenges facing the hotel industry in the County include: shortage of competent manpower, financial constraints, high competition and problems with suppliers. Further, entrepreneurial practices such as having networking skills, problem solving skills, financial management and information technology will help them mitigate those challenges. The study recommends the following: embrace networking and business links to enhance communication and sharing of marketing information for the purpose of business. Bernini and Guizzardi (2010), carried out a study on the challenges facing large scale hotels. Data were gathered through primary source and was tested using simple regression. Findings indicated that shows challenges facing large scale hotels in Italian hotel industry. A stochastic frontier production approach is proposed in which technical inefficiency is specified as a function of the internal and locational factors in a firm. The model is estimated on a balanced panel of tourism business corporations observed during 1998–2005. Estimates show that the competitive gap in the Italian accommodation system is not a result of poor business corporation performance, and the importance of location, human and immaterial capital is assessed as (in) efficiency determinants. The authors then suggest policies to improve the Italian tourist industry's competitiveness. Ivuanyi (2008), conducted a study on the investigation on the challenges facing large scale hotels in Enugu. The study was carried out using primary data and the data was tested using simple regression and a sample size of 480 respondents was randomly selected and was used for the study. These hotels require and actually make use of advertising in order to create awareness to the public including their present and potential customers by the use of advertising; a lot of progress was made by these hotels.

Summary of Literature review

In the literature search it became apparent that there are gaps in the literature including the specific links between the challenges facing large scale hotels. It is these areas that shall be examined in the primary research. Following the literature review undertaken, the decision is to focus the research on the pivotal question of whether there are any challenges facing large scale hotels, including its process and content and employee performance. In doing so, the aim is to

provide a clear motivation for subsequent research. Bearing in mind that it is the independent variable for the study, it is essential to measures and ways to manage these challenges.

3.0 Methodology

For the purpose of achieving the objectives of the study, a descriptive research design was used through administration of questionnaire and personal interview. Descriptive research method is important in this kind of research because it has the ability to clearly explain and organize complex phenomenon in a simpler and understanding form.

The population for the study is 186 managers and staff of seven (7) selected hotels in Asaba, Delta State. The names and staff strength of the hotels are represented in the table below:

To ensure the determination of accurate sample size, the statistical formula derived by Taro Yamane in (1964) was employed.

The formula states thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size

N = population of the study which is 186

e = margin of error and in this case, e = 5%

1 = constant

Therefore;

$$\begin{aligned} n &= \frac{N}{1 + N(e)^2} \\ n &= \frac{186}{1 + 186(0.05)^2} \\ n &= \frac{186}{1 + 186(0.0025)} \\ n &= \frac{186}{1 + 0.465} \\ n &= 127 \end{aligned}$$

Therefore, the number of respondents was 127

The researcher made use of the questionnaire and personal interview in obtaining the needed information from the respondents. The questionnaire contained two sections (section A and section B). Section A contained respondents' personal data while section B contained structured questions relating to objectives of the study. The questionnaire was designed in five-point likert scale close ended questions. Closed ended questions was used because the questions do not required respondents to give more than one-word answer. Also, the questions were structured questions. The close ended includes;

SA = strongly agreed, = 5

A = Agreed, = 4

U = undecided, = 3

D = disagreed, = 2

SD = Strongly disagreed = 1

4.0 Data Presentation, Analysis and Discussion of Results

Question one: What are the challenges of large-scale hotels in the study area?

Table 1: Mean responses on the elements of the challenges of large-scale hotels.

S/N		SA	A	D	SD	Total no	Total score	Mean
1	Labor Shortages	100(83.3%)	15(12.5%)	5(4%)	0	120	455	3.79
2	Increased Competition	75(62.5%)	43(35.4%)	2(2.1%)	0	120	433	3.61
3	Increased Competition	100(83.3%)	15(12.5%)	5(4%)	0	120	455	3.79
4	Employee performance	70(58.3%)	40(33.3%)	10(8.4%)	0	120	420	3.50
5	Poor customer relation	90(75%)	20(16.7%)	10(8.3%)	0	120	440	3.67

Note: SA=strongly agreed, A= agreed, D=disagreed, SD= strongly disagreed

The table above shows that 100 respondents (83.3%) simply agreed Labor Shortages is one of the elements of the challenges of large-scale hotels 15 respondents (12.5%) agreed, 5 respondents (4%) disagreed, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 4.75 which was more than the acceptable level of 2.5.

The table also shows that 75 respondents (62.5%) agreed that Increased Competition is one of the elements of the challenges of large-scale hotels, 43 respondents (35.4%) agreed, 2 respondents (2.1%) disagreed, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 4.59 which was more than the acceptable level of 2.5

Based on question three in table 4.4 above, 100 respondents (83.3%) simply agreed that Labor Shortages is one of the elements of front the challenges of large-scale hotels in hotel establishments, 15 respondents (12.5%) agreed, 5 respondents (4%) disagreed, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 4.75 which was more than the acceptable level of 2.5. The table also shows in the fourth question that 70 respondent (58.3%) Employee performance is one of the elements of the challenges of large-scale hotels, 40 respondents (33.3%) agreed, 10 respondents (8.4%) disagreed, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.5 which was more than the acceptable level of 2.5. Based on question five in table 4.4 above, 90 respondents (75%) simply agreed that Employee performance is one of the elements of the challenges of large-scale hotels, 20 respondents (16.7%) agreed, 10 respondents (8.3%) disagreed, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.67 which was more than the acceptable level of 2.5.

Question two: What are the factors that can enhance growth of large-scale hotels?

Table 2: Mean responses on the factors that can enhance growth of large-scale hotel?

S/N		SA	A	D	U	SD	Total no	Total score	M
1	Attitude of people	60(50%)	40(33%)	10(8%)	8(7%)	2(2%)	120	508	4.23
2	Culture of the people	40(33%)	40(33%)	20(17%)	20(17%)	0	120	460	3.83
3	Income level of the people	56(46.6%)	42(35%)	12(10%)	8(6.7%)	2(1.7%)	120	502	4.18

4	Insecurity	47(39.2%)	43(35.8%)	20(16.7%)	10(8.3%)	0	120	487	4.06
5	Educational back ground	50(41.7%)	35(29.2%)	15(12.5%)	20(16.7%)	0	120	475	3.96

Note: SA=strongly agreed, A= agreed, U= undecided, D=disagreed, SD= strongly disagreed

The table above shows that 60 respondents (50%) simply agreed to Attitude of people, 40 respondents (33%) agreed, 10 respondents (8%) disagreed, 8 respondents (7%) were undecided while 2 respondents (2%) strongly disagreed. This was accepted with a mean score of 4.23 which was more than the acceptable level of 3.0.

The table also shows that 40 respondents (33%) simply agreed to Culture of the people, 40 respondents (33%) agreed, 20 respondents (17%) disagreed, 20 respondents (17%) were undecided while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.83 which was more than the acceptable level of 3.0.

The table above also shows that 56 respondents (46.6%) agreed to Income level of the people, 42 respondents (35%) agreed, 12 respondents (10%) disagreed, 8 respondents (6.7%) were undecided while 2 respondents (1.7%) strongly disagreed. This was accepted with a mean score of 4.18 which was more than the acceptable level of 3.0.

The table above also shows that 47 respondents (39.2%) simply agreed to Insecurity, 43 respondents (35.8%) agreed, 20 respondents (16.7%) disagreed, 10 respondents (8.3%) were undecided while no respondents (0%) strongly disagreed. This was accepted with a mean score of 4.06 which was more than the acceptable level of 3.0.

Finally, question five in the table above shows that 50 respondents (41.7%) simply agreed to educational back ground, 35 respondents (29.2%) agreed, 15 respondents (12.5%) disagreed, 20 respondents (16.7%) were undecided while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.96 which was more than the acceptable level of 3.0.

Question three: What the solutions to the challenges of large-scale hotels?

Table 3: Mean responses on the solutions to the development of large scale hotels?

S/N		SA	A	D	SD	Total no	Total score	Mean
1	Running loyalty guest promotion scheme	100(83.3%)	15(12.5%)	5(4%)	0	120	455	3.79
2	Use of technology on hotel bookings, and reservation.	75(62.5%)	43(35.4%)	2(2.1%)	0	120	433	3.61
3	use a software data driven	100(83.3%)	15(12.5%)	5(4%)	0	120	455	3.79
4	competition analysis is needed	70(58.3%)	40(33.3%)	10(8.4%)	0	120	420	3.50

Note: SA=strongly agreed, A= agreed, D=disagreed, SD= strongly disagreed

The table above shows that 100 respondent (83.3%) simply agreed to running loyalty guest

promotion scheme, 15 respondents (12.5%) agreed, 5 respondents (4%) disagreed, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 4.75 which was more than the acceptable level of 2.5.

The table also shows that 75 respondents (62.5%) agreed to use of technology on hotel bookings, and reservation, 43 respondents (35.4%) agreed, 2 respondents (2.1%) disagreed, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 4.59 which was more than the acceptable level of 2.5

Based on question three in table 4.8 above, 100 respondents (83.3%) simply agreed to use a software data driven, 15 respondents (12.5%) agreed, 5 respondents (4%) disagreed, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 4.75 which was more than the acceptable level of 2.5.

The table also shows in the fourth question that 70 respondents (58.3%) agreed to competition analysis is needed, 40 respondents (33.3%) agreed, 10 respondents (8.4%) disagreed, while no respondents (0%) strongly disagreed. This was accepted with a mean score of 3.5 which was more than the acceptable level of 2.5.

Discussion of Findings

The findings of this study presented on table 4.6 shows that Labor Shortages, Increased Competition, Increased Competition, Employee performance, Poor customer relation are the elements of challenges faced by large scale hotels. The findings of this study is in line with that of Ernest (2013) which revealed items similar to the above mentioned items as the elements of challenges of large scale hotels. The findings on table 4.7 shows that Attitude of people, Culture of the people, Income level of the people, Insecurity, Educational back ground, Are factors that can enhance growth of large-scale hotels. The findings are consistent to the findings of Sighania (2012) opined that customers are always satisfied with front desk employee characteristics in hotel establishment. The result on table 4.8 shows that Performance of business establishment, hotel productivity in the region investment in business, Share of employees with higher education, Share of employees who are students, Concentration of employment in the sector establishment are determinant to investors that they are confident of investing in the hospitality sector of large scale hotels. The findings are consistent to the findings of Depaulo (2012), which revealed that front desk employees' characteristics affect firm's impression of customers.

The findings on table 4.9 above shows Hiring and retaining the staff, change in marketing trends and dynamics, rising cost of daily consumables, change in guest expectations, losing loyal customers are the magnitude of challenges confronting large scale hotels. The findings are consistent to the findings of Chan, Hsu and Baun (2015), which revealed front desk employees' characteristics affect customer satisfaction in hotel establishment.

The findings on table 4.10 shows that Running loyalty guest promotion scheme, use of technology on hotel bookings, and reservation, use a software data driven, competition analysis is needed for solutions to the challenges of large-scale hotels. The findings are supported by the works of Nkurayiya (2011), which revealed similar items as the factors affecting customer satisfaction in hotel establishments.

5.0 Conclusion and Recommendations

Conclusion

The study is to examine and assess the challenges facing large scale hotels. Challenges facing large scale hotels can contribute to the failure of business if they necessary solutions are

provided. In addition, challenges facing large scale hotels create a negative impact on hotel branding and profits. Challenges facing large scale hotels can affect hotels' financial performance, if large scale hotels engage in running loyalty guest promotion scheme and use of technology on hotel bookings, and reservation which can help the hotel have a more positive reputation and more repeated customers. Two more specific solutions are provided to large scale hotels which have the greatest impact on managing the challenges faced by the hotels operations: use a software data driven, competition analysis is needed, knowledge, and service attitude. The specific objectives are: to to examine the challenges of large scale hotels, to identify factors that can enhance growth of large scale hotels, to know if investors are confident of investing in the hospitality sector, to know the magnitude of challenges confronting large scale hotels and to proffer solutions to the challenges of large scale hotels. The chapter two is grouped into four subheadings; conceptual framework, theoretical framework, empirical review and summary of literature review. Data were collected through the use of structured questionnaire from the selected hotels in Asaba, Delta State. Data collected were analyzed using frequencies, percentages, and mean. The result revealed that there are challenges facing large scale hotels.

The major findings of this study include:

1. Hiring and retaining the staff, change in marketing trends and dynamics, Rising cost of daily consumables, change in guest expectations, losing loyal customers are the elements that shows the magnitude of challenges confronting large scale hotels
2. Running loyalty guest promotion scheme, Use of technology on hotel bookings, and reservation, use a software data driven, competition analysis is needed for the solutions to the challenges of large-scale hotels
3. Attitude of people, Culture of the people, Income level of the people, Insecurity, Educational back ground are factors that can enhance growth of large-scale hotels.

Recommendations

Based on the findings of this study, the following recommendations have been made:

1. Large scale hotels should ensure they employ Running loyalty guest promotion scheme.
2. Large scale hotels should ensure they Use of technology on hotel bookings, and reservation. That will help enhancing solution to the challenges.
3. Large scale hotels should ensure they use competition analysis to manage the challenge faced by the operation

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