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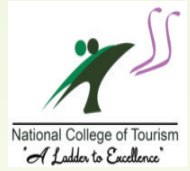
# UTALII & UKARIMU WORKING PAPER SERIES
# VOL: I

# UTALII & UKARIMU WORKING

# PAPER SERIES – No.1

# NATIONAL COLLEGE OF TOURISM

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**NCT WORKING PAPER SERIES**

## EXECUTIVE SUMMARY

This Working Paper Series has come at the right time whereby the country is backing-up development in tourism with research. The ministry responsible for Tourism recognizes the significance of Research and Consultancy activities to the country in developing and maintaining knowledge and skills amongst the stakeholders for better services and products in the Sector.

The National College of Tourism with the mandate to provide tourism and hospitality courses as well as to carry out the research and consultancy services are obligated to the nation to facilitate, host and conduct research in areas where latest developments promise to offer new knowledge or address problems constraining development initiatives in Tanzania and Africa; and where it can complement and add value to other national, regional and international arena.

To trigger this, we have created and registered this academic Working Paper series of which we believe to give solid information that deepens and widen up Tourism and hospitality operations.

There is never been a better decision like doing an informed one. The information contained here ranges right from marine tourism, marketing, and hotels to stakeholders and technology. This combines the efforts and research papers for researchers of all four campuses namely Arusha, Bustani, Mwanza and Temeke of the National College of Tourism and in collaboration with both individuals and institutions. All this focuses at making tourism and Hospitality industry in Tanzania a better sector and link the industry with industrial development.


**Dr Florian G. Mtey (Ph D)**
**DSPA - NATIONAL COLLEGE OF TOURISM**

# ASSESSMENT OF HOSPITALITY EXCELLENCE PILLARS ON FRONT OFFICE PROFESSIONALISM IN HOTELS IN TANZANIA

Mwijarubi, Lorna Boniphace[1] . Agapity, G [2] and Mkenda D

National College of Tourism – Arusha Campus, P.O. Box 6127 Arusha, Tanzania

anrolbonny@gmail.com

Tel +255 0767 048 290

**ABSTRACT:**

Front office department is regarded as a mirror or nerve centre of any establishment in hospitality industry (Tewari, 2009). The level of authentic and genuine hospitality, which guests treasure the most, has little to do with the number of stars or diamonds hanging on a plaque behind the front desk (Dough, 2018). To remain competitive, hotels require hospitality excellence models on front office professionalism. Enhancing excellence in business such as hotels is vital in today's competitive environment. This study assesses Hospitality Excellence Pillars (HEP) on salient features of front office professionalism in the areas of reservation, reception, registration, room assignment and settlement of bills to guests. The study was descriptive in nature where qualitative research methods were used. Data were collected by using structured questionnaires that where distributed to 50 front office staff working in five hotels within Arusha city. Ten staff at each hotel was chosen purposely by simple random method. The study results regarding hospitality excellence if fully practice able to the study area, 71.7% said yes it is fully practiced and regarded as part of professionalism. Most respondent 66.7% strongly agreed there is potential of increasing professionalism in front office at the study area through hospitality excellence. This prove that there is a need of practicing hospitality excellence pillars as Hospitality industry is dynamic and the competition continues to rise plus guests are demanding more and better services (Benzakour, 2019). Moreover 65% agreed that there is a need of empowering front office professionals to ensure understanding of hospitality excellence pillars in their occupations to enhance "wow factor" status in hospitality industry. Hospitality organizations such as hotels are becoming competitive and the guests keep requiring delivery of quality, flawless and satisfactory service. The hospitality excellence is one of a prominent part in the delivery of such quality service which in turn plays a role in the front office professionalism.

*Keywords: Hospitality Excellence, Front Office, Hotel, Arusha, Tanzania*

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## 1.0 Background Information

The professionalism of the workplace is critical for the development of hospitality industry (Lee, 2014). Professionalism is one of the necessities for service operations in order to be sustainable at the current competitive markets (Guliyev, 2019). Front office department regarded as a mirror or nerve centre of any establishment in hospitality industry (Tewari, 2009). The department has been key major revenue – producing department in a hotel (Tewari, 2009). The efficiency and professionalism of a front office staff represent a total hotel standard (Nahidul, 2018). The front desk is the logical contact point of information for guests and other hotel employees (Nahidul, 2018). This department performs various functions like reservation, reception, registration, room assignment and settlement of bills of resident guests (Tewari, 2009). It also provides information in respect of all service of a hotel, city information where hotel located and also check movements of luggage of guests (Nahidul, 2018). The front office should be attractive and well designed to make good impression to the guests (Nahidul, 2018). Because front desk staff playing critical role to ensure first impression and is the most frequently mentioned on the online guest reviews worldwide (Doug, 2018).

The level of authentic and genuine hospitality, which guests treasure the most, has little to do with the number of stars or diamonds hanging on a plaque behind the front desk (Dough, 2018). To remain competitive, hotels require hospitality excellence models on front office professionalism. Enhancing excellence in business such as hotels is vital in today's competitive environment. The paper studied impact of Hospitality Excellence Pillars (HEP) on salient features of front office professionalism in the areas of reservation, reception, registration, room assignment and settlement of bills to guests. This study focuses on the two research questions. To assess the applicability of hospitality excellence pillars to the study area and to assess need of hospitality excellence pillars in front office professionalism.

## 2.0 Understanding Front Office Department of Hotel

Front office is the major department in the hotel which is located at the front part of hotel and is responsible for sell of hotels rooms through the systematic method of reservation followed by registration and assigning room to the guest (Tewari, 2009).

Front office department is known as; First contact of the hotel and also called Nerve centred or Show case window.

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It is revenue centre and able to collect more than 50% of hotels total revenue which come from the selling of rooms (Tewari, 2009). Front office department dealing with the following; To reserve registered and allocate room to the guest; Act as a continuous source of information to the guest during the stay period of the guest in the hotel; provide settlement of guest accounts; Providing guest service, preparation of guest history card, luggage handling and airport pickups; Develops and maintains up to date record based on guest Information, guest services; Ensure guest information and welcoming the guest & handling the guest complaints (Nahidul, 2018).

The front office department in hotel is mainly composed of various sections (Nahidul, 2018). such as Advance reservation office- where advance booking is handled; Reception desk- where the check in process and guest stay is handled; Front office cashier's desk- where check out process is handled; Lobby- first and last area of contact of a guest with the hotel. Location of uniformed staff and Switchboard- is where incoming and outgoing calls are handled.

In larger hotels more sections may be found (Tewari, 2009) such as:Guest relation's desk- where more personal services is provided to guests; Business center- where a wide range of facilities are provided; Night auditor's office-

(supportive) where completion of a guest and hotels accounts take place.

## 2.1 Front Office Department Professionalism

Staff normally found in a front office department in hotel includes (Tewari, 2009): Reservation clerks; Front desk clerks; Front office cashiers; Switchboard/ telephone operators; Porters/ bellboys, and Concierge.

The number of employees in each section will depend on various factors including size of the hotel, volume of work, number of work facilities, type of hotel, etc (Tewari, 2009).

The functions related to the front office personnel are those which fulfil specific stages of the hotel guest cycle (Tewari, 2009). Guest cycle composed of four phases namely pre arrival, arrival, occupancy and departure.

Pre-arrival this is the stage when the customer is planning to avail an accommodation in the hotel. In this first stage, the customer or the prospective guest enquires about the availability of the desired type of accommodation and its amenities via telephonic call or an e-mail. The customer also tries to find out more information about the hotel by visiting its website. At the hotel end, the front office accounting system captures the guest's information such as name, age, contact numbers, probable duration of stay for room reservation and so on (Tewari, 2009):.

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Arrival is the time where front office reception staff receives the guest in the reception. The porters bring in the guest luggage. For the guest with confirmed reservation, the front office clerk hands over a Guest Registration Card (GRC) to the guest and requests the guest to fill in personal information regarding the stay in the hotel. The clerk then registers the guest in the database thereby creating a guest record and a guest account along with it. Later, the clerk hands over a welcome kit and keys of the accommodation. After the procedure of registration, the guest can start occupying the accommodation (Tewari, 2009).

During occupancy, a front office accounting system is responsible for tracking guest charges against his/her purchases from the hotel restaurants, room service, bar, or any outgoing telephone calls made via the hotel's communication systems. The front office staffs are responsible to manage and issue the right keys of the accommodations to the right guests. On guests' request, the staffs also make arrangement for transportation, babysitting, or local touring while the guest is staying in the hotel (Tewari, 2009).

Finally, guest departure (Departure phase), the front office accounting system ensures payment for goods and services provided. If a guest's bill is not completely paid, the balance is transferred from guest to non-guest records. When this occurs, collection becomes the responsibility of the back office accounting division (Tewari, 2009).

At the time of guest departure, the front office staffs thanks the guest for giving an opportunity to serve and arrange for handling luggage. In addition, if the guest requires airport or other drop service, the front office bell desk fulfils it (Tewari, 2009).

In each phases number of employees participate fully to ensure that function of front office is conducted efficiently.

The structure of the front office department changes according to the size of the hotel business, physical size of the hotel, and the hotel management policies. The following is a few prominent ranks in the front office department and their respective responsibilities:

Reservation clerk (Tewari, 2009): Handles guest correspondence concerning reservations; Creates and maintains reservation records, amendments and cancellations for advance reservation; Produces letters of confirmation of reservations; Tracks future room availability throughout a reservation line; Develops forecasts of room sales and occupancy loads and Posts reservation to reservation information charts.

Front desk clerk/ room clerk (Tewari, 2009) ; Identifies guest's room, rate, and length of stay requirements; Performs the registration

procedure for reservation or walk in guests; Assign guest room and rate updates room rack continuously; Execute government formalities regarding foreigners; Completes pre-registration formalities for VIPs, invalids, Old people, groups, etc; Coordinates with housekeeping for clearance of rooms to sell; Secure the guest's method of payments; Receives messages of guests and forward them correctly and promptly; responsible for handling guest mail, information-(internal or external), and key services; Prepare room reports and statistic and Construct guest history file

Cashier/front office cashier (Tewari, 2009); Handles all cash transactions at the front desk; Is responsible for guest account settlement; Accountable for final settlement of all guest accounts upon departure; Posts all vouchers received at front desk during the day shift; responsible for maintaining accurate and timely folio balances; Monitors guest credit limits; Controls safety deposit boxes and Handles foreign exchange transactions.

Telephone operator (Tewari, 2009); Receiving of all incoming calls and connecting/dispatching to the required extensions or departments; Making/sending of outgoing calls whether for guest or for staff(authorized) either local, long distance or overseas; make correct charges for the calls made; To fill/complete all calls made in the telephone control sheet; handle with maximum care all telephone records and equipments; To give required information to hotel guests and to staff; make wake up calls; update the information rack and ensure maximum communication within the hotel,

Bellboy/porter (Tewari, 2009); Carry guest luggage at the time of guest arrival; Carry guest luggage into the guest room and explain all controls in the room to the guest; Issue postage against cash to guests; Deliver guest luggage; Carry luggage at the time of guest departure; Check guest rooms to validate the discrepancy report at the time of guest departure; Page guests in the lobby area if required; Report scanty luggage guest to bell captain; Perform any errands as required by guests and management; Responsible for distributing of daily newspaper to all guest rooms; Reporting and dealing with undesirable elements in the lobby and Assist in making wake up calls.

Night auditor (Tewari, 2009); Reconcile revenue statements from various outlets; Verify and validate front office cashier's vouchers/forms; Check guest folios; Verify front office cashiers report; Prepare a statements of bill over a specified amount; Prepare daily transcript/tabular ledger; Audit night receptionist's room report and account for bills with credit amount.

Therefore, the major functions performed by the front office can be summarized as (Tewari,

2009): to sell guest rooms, provide information on internal operations and external events and locations, coordinate all guest services; to chart and report room status; maintain guest accounts, and construct a guest history file at final stage.

## 2.2 Hospitality

According to the Oxford Dictionary, hospitality means "the reception and entertainment of guests, visitors or strangers with kindness and good will". Also defined as the friendly reception and treatment of guests or strangers (Tewari, 2009); the quality of receiving and treating guests and strangers in a warm, friendly way. The word hospitality is derived from hospice (nursing home), a medieval "house of rest" for travellers and pilgrims (Tewari, 2009).

## 2.3 Hospitality excellence and its pillars

Hospitality is a challenging industry; the competition continues to rise plus guests are demanding more and better services (Benzakour, 2019). "Excellence is not an act, but a habit…" (Grange, 2019). This concept implies not only on following the standard but going the extra mile, which means doing something more than the execution of instructions from beginning to the last stage (Grange, 2019). Without a systematic feedback analysis there might not be improvements as this is the only way to better understand guests' expectations; and to adapt the

business development strategy accordingly (Grange, 2019).

What is an excellence pillars? Firstly, it is the basic work requirements that should be followed. Failing to meet these requirements makes it impossible to create a first positive impression effect. Five Pillars of Hospitality Excellence which can be practiced by front desk team at hotel are as follows (Doug, 2018).

Properly Welcome Guests (Doug, 2018). Understand that with all of the stress of travel these days; chances are we are seeing the worst side of even the nicest personalities. Yet when we make it our job to bring out the best in others, it brings out the best in ourselves. Be sure to properly welcome them upon arrival with a phrase such as "Good afternoon, welcome to the brand X hotel. How may I assist you today?" Deliver this with eye contact and a genuine smile, it is contagious. Tailor your "welcome script" to the guest story playing out in front of you.

Telephone Hospitality Excellence (Doug, 2018). Convey hospitality and enthusiasm in your tone of voice by "stepping into character" like an actor on a stage. Speak slowly and articulate, which means to pause between words and not run them all together as if one syllable. Always provide your name when you answer to show confidence. For answering questions or assisting, ask for and use the caller's name.

Supervise transferred calls and introduce both parties. End calls by offering additional assistance, thanking the caller and restating the hotel name.

Know Your Product (Doug, 2018); voluntarily mention Key Details. Be in the "guest experience business" and not the "room rental business." Be prepared to thoroughly answer frequently asked questions. Voluntarily offer "local insider's tips" such as where the locals eat, actual "rush hour" travel times and "off the beaten path" attractions.

Welcome and Resolve Guest Complaints (Doug, 2018). Understand that no matter where a problem occurs in the hotel, chances are it will be reported to the front desk. Since the worst complaint is the one that is never mentioned, we should welcome them. (Otherwise the un-reported complaint will surely end up posted online.) First, let guests vent their frustration and validate their emotional distress. Next, show empathy and apologize. And finally, after resolving the issue follow-up to ensure their satisfaction.

Fond Farewell at Departure (Doug, 2018). While reception is a first impression, the front desk departure conversation is a chance for a lasting "last" impression. Solicit feedback with sincerity. Encourage online reviews when feedback is positive. For regular guests, (Benzakour, 2019)offer returns reservations to secure more direct bookings. Offer assistance with transportation or driving shortcuts during rush hour. Conclude the conversation with eye contact, a smile and a fond farewell. These five Pillars of Hospitality Excellence, not only will create more positive memories for the guests but will have a lot more enjoyment in doing so (Doug, 2018).

## 3.0 Research Methods

The study approach is descriptive in nature targeting to verify the research theories using qualitative research methods to explore pertinent earlier researches aiming to add source of information to the subject.

This research combined both primary and secondary research methods and attempted to bring light to relationship and behaviour of human in context of hospitality sector. The study tried to gather and analyze the data through documented data and questionnaires. The collected data was targeted to 50 front office staff from 5 hotels where 10 staffs chosen from each hotel located within Arusha city purposely by simple random method. Since the study aimed at assessing the hospitality excellence pillars in front office professionalism in hotels; researchers selected sample size of 50 front office staff to gain insights that can be useful for the study and to represent entire population of front office staff of Arusha City.

The researchers employed some databases to gather the pertinent information by selecting the right books, journals, and e-books that researchers could find in electronic libraries.

## 4.0 Results

Demographic characteristics comprised of 35% females and 65% male. With regard to work, the result implied that approximately 30% of all respondents where working in front desk section, 20% uniformed section, 45% lobby section and 5% reservation section. This indicates that front office has various sections of professionalism as indicated by results. With regard to how long have been working in hotel 66.7% of most front office staff have experience of less than ten years. Moreover pertaining to understanding the concept of hospitality excellence 41% said Very familiar with the concepts, while 24% said somewhat familiar and the rest 35% said unfamiliar with the concept. Regarding hospitality excellence if fully practice able to the study area, 71.7% said yes is practiced and regarded as part of professionalism. Most respondent 66.7% strongly agreed there is potential of increasing professionalism in front office at the study area through hospitality excellence. In addition to that results showed that 75% of front office staff agreed that hospitality excellence pillars enhance efficiency in hotel services. This prove that there

Meanwhile, the researcher browsed the Internet for any credible and reliable information that could contribute to the completion of literature study.

is a need of practicing hospitality excellence pillars as hospitality industry is dynamic and the competition continues to rise plus guests are demanding more and better services (Benzakour, 2019).   Moreover 65% agreed that there is a need of empowering front office professionals to ensure understanding of hospitality excellence pillars in their occupations to enhance "wow factor" status in hospitality industry.

## 5.0 Conclusion and Recommendation

Hospitality organizations such as hotels are becoming competitive and the guests keep requiring delivery of quality, flawless and satisfactory service. The hospitality excellence is one of a prominent part in the delivery of such quality service which in turn plays a role in the front office professionalism to enhance first impression factor.

The researchers suggest to those who are interested in studying Hospitality excellence standards and front office professionalism in hotels to conduct two customer surveys, the first before the application of a standard operation procedures and the second one after the application of standard operation procedures in

front office. Therefore, they can precisely determine the role of standard operation procedures in hotel service quality and guest satisfaction. Meanwhile such studies should be conducted by recognizing the role of other hotel departments as the performance of front office department directly connects to other hotel department as well.

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# ASSESSMENT OF CHALLENGES FACED BY STREET FOOD VENDORS IN PRACTICING STREET FOOD HYGIENE AT KINONDONI DISTRICT, DAR ES SALAAM, TANZANIA.

**Domina H. Moshi & Anna Tandau**
National College of Tourism,
P.O.Box 9181,
Dar es Salaam,
Tanzania.
Corespondent's contact: +255 0784 588332
Email: dmhugho@gmail.com:

**ABSTRACT**

The main objective of this study was to assess the challenges faced by street food venders in practicing street food hygiene at Kinondoni district, Dar es Salaam, Tanzania. Kinondoni is one of the five districts of Dar es Salaam region. The district serves as a residence of approximately 2.5 million people out of which eight hundred thousand (800,000) residents are estimated to engage themselves in food vending business activities in the area. Recently, there has been an increase in customer complaints on poor quality of food services rendered by street food venders in the area leading to health risks such as emergence of contagious diseases such as cholera and diarrhea. Therefore, the study was specifically aimed at assessing the food service procedures in conformity to food safety and hygienic practices by the street food vendors, assessing the level of food safety awareness among street food vendors in Kinondoni district and lastly identifying the role played by the government in ensuring food safety practices among street food vendors. This study employed descriptive survey carried out in five (5) wards out of 26 in Kinondoni Municipal Council. Seventy-six (76) interviewees were purposively selected for interviews which were tape-recorded and transcribed before being analysed using content analysis and inductive coding to code the transcribed interview data. The study revealed that lack of education, proper training concerning food safety and experience, infrastructural support, close supervision and regulations of food safety all together acts as major challenges for these street food vendors to ensure food safety while vending in Kinondoni district. The interviewed street food vendors gave out their opinions that proper training on safe food handling procedures and proper infrastructural and financial support like provision of affordable business loans, allocating special sites for street food vendors, within the city, with all the necessary amenities including the supply of safe and clean water, proper toilet facilities and proper garbage disposal equipment would be helpful in overcoming the challenges facing them in maintaining hygiene of the food that they are serving commercially.

*Key Words: Street Food Vendors, Food Safety Hygiene & Street Food*

## INTRODUCTION

Implementation of Food Safety Practices (FSP) among Street Food Vendors (SFV) is a problem facing Street Food Customers (SFC) due to the environment where the foods are saved. The nature of the food being exposed to dusts, flies and contaminations (Khairuzzaman, 2014), consequently, these foods could be main vehicle for transmission of severe and fatal diseases that could be life threatening (Chukuezi, 2010). According to WHO (1989), food handling personnel play an important role in ensuring food safety throughout the chain of food production and storage. In 2013, a study was done to assess Food Safety (FS) and hygiene practices amongst street food vendors in Minnesota New Delhi, Practices and hygiene status of 200 street food vendors was studied by a questionnaire-based findings and observations at the vendors. The 72 % of the respondents were disposing garbage in open lid bins and 16% were throwing it on the road, only 3% of the vendors were using hand gloves and from rest only 2% were washing hands before and after handling raw or cooked food. Majority of respondents (72 %) had short clean nails and few (4 %) had open wounds present. Presence of flies was observed. Food vended is of different flavor, cheap and tasty, which becomes popular among others (Thakur et al., 2013). The study

indicated that food contamination in Allahabad City is mainly due to poor water quality and hygiene during food preparation, peeling of fruits and preparation of food long before consumption, and crowded, dusty vending location. These findings demonstrate that the food vended in Allahabad City constitute an important potential hazard to human health. The Hazard Analysis Critical Control Points (HACCP) strategy had the potential to make a significant contribution in FS which will improve food quality.

World Health Organization Country Cooperation Strategy, 2010- 2015 Tanzania analyzed that FS and food quality control is an area that needs to be strengthened in both Mainland and Islands. The country lacks relevant food safety policy and adequate legislation to cover food safety and quality (WHO, 2010).

Street foods are ready-to-eat foods and beverages prepared and/or sold by vendors, especially on streets and other public places (Muleta and Ashenafi, 2001). According to Mosupye et al, (2000), the Street Food Vendors are very popular worldwide and provide readily available delicacies at a cheaper rate. However, the unhygienic conditions in which these foods are prepared, stored and served raise a question regarding their wholesome quality. Gimenez and

Salgaard (2004) explain that most of the studies done on small eatery foods in Africa and abroad had indicated that street foods are not meeting the quality standards and are contaminated with various pathogens viz. E. coli, Vibrio, Salmonella, and Listeria etc. According to FAO (1990) is that there is a noticeable increase of food vendors in Owerri, capital city of Imo State in Nigeria as a result of dwindling economy and unemployment. Multiple lines of evidence reveal that foods exposed for sale on the roadsides may become contaminated either by spoilage or pathogenic micro-organisms (Bryan et al 1992; Ashenafi, 1995; WHO, 1984). Evidently, street vended foods have shown epidemiological links with illness (El-Sherbeeny et al 1985; Saddik et al, 1985; Abdussan and Kafertein 1993). FAO (1997) further stipulates that street foods raise concern with respect to their potential for serious food poisoning outbreaks.

Khairuzzaman et al (2014) concluded in their study that in order to improve the conditions of street food vendors and to make sure that the food distribute for sale promote public health, the most important is to create awareness that food vendor should maintain certain quality standard. According to FAO & WHO (2005) SFV in most African countries the vendors continue to operate in less than satisfactory environmental standards. Sprenger (2007) Suggests that, Food Safety Legislation requires food premises and equipment to be clean. According to study from FAO 2007, about 2.5 billion people eat street food every day but most of the SDV, are lacking knowledge on proper food handling and their role in the transmission of pathogens (Mensah et al., 2002). FAO (1997) further stipulates that street foods raise concern with respect to their potential for serious food poisoning outbreaks.

## Problem Statement

While Tanzania has a national uniform Food Safety Standards (FSS), which are coded in the Occupational Health and Safety, and Tanzania Food and Drugs Acts (TFDA) supplemented by their Regulations and relevant Municipality By laws from the (Government of Tanzania, 2011), the Food Safety Practice Standards (FSPS) in SFV are not well considered and implemented in Tanzania, especially when comparisons are made based on their compliance with FSS and rules set by both local regulatory authorities and international agencies. For instance, the service of fruits on the street portrays all the food safety measures ignorance among the street vendors. That was the reason for this study examined Food Safety in areas of physical hazards and public hygiene practices in SFV so as to assess the challenges facing the SFV in their process. All SFV vending areas surfaces, equipment, container, materials and services processes were evaluated.

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The study also focused on service delivery supporting good hygiene practices among staff, cleaning and sanitation programmes, staff training and cleaning systems to maintain food safety and hygiene and analyze the contribution of the responsible authorities in the practice. According to Kinton and Ceserani (1995) personal hygiene requirements, all parts of person liable to come in to contact with food must be kept as clean as possible, clean clothing, all cuts and bruises covered with water proof dressing, spitting and smocking are forbidden. In October 2012 there was a week of proper hand washing using safe water and soap held in Mbeya. The emphasis was that people should make a habit of washing hands using running warm water and mild soap for hygiene practice in the daily life because: "*it is the number one protection against the acquisition and spread of infectious disease.*" Kinton and Ceserani (1995) Stresses that washroom must be clean well-lighted and ventilated, notice requesting people to wash their hands after using the washroom must be displayed in prominent place. No food room shall contain or communicate direct with a washroom. The water supply to a food room and toilet is only permitted through an efficient flushing cistern.

## The General Objective

The General objective of this study was to assess the challenges faced by street food venders in practicing street food hygiene at Kinondoni district, Dar Es Salaam, Tanzania

## Specific objectives

The specific Objectives was to identify the food service procedure in conformity to FS and hygienic practices by the SFV; to assess the level of FS awareness of SFV in Kinondoni District of Tanzania and lastly to study the role play by the government in ensuring the FS practice among SFV.

## Significance of the study

This research was significant to the SFV to serve as a rationale or guiding principles for ensuring safety in food. This study was significant to the Government to serve as a basis for controlling the SFV in relation to food safety measures. The study was significant to the SFC to secure safe food.

## METHODOLOGY

The Study employed cross sectional design mainly descriptive in nature. It took place in 2015 at Kinondoni Dar Es Salaam Region which was selected because it is composed of some of the highly congested and susceptible population group of persons who were more likely to experience foodborne diseases due to their current economic / living Standards. Target population were the customers, the services providers and the owners of those areas selected and the Government Officials concerned. Thus

this study involved the sample which included; five wards in Kinondoni. In this study a total of 76 respondents were involved/reached, whereby of those 76 respondents, 20 from Kinondoni, 21 from Mwananyamala, 10 from Masaki, 13 from Kijitonyama and 12 from Msasani respondents were reached in Kinondoni. both probability and non - probability sampling techniques in selection of the key respondents, both systematic and simple random sampling techniques were used respectively.

**FIVE WORDS INVOLVED IN RESEARCH STUDY**
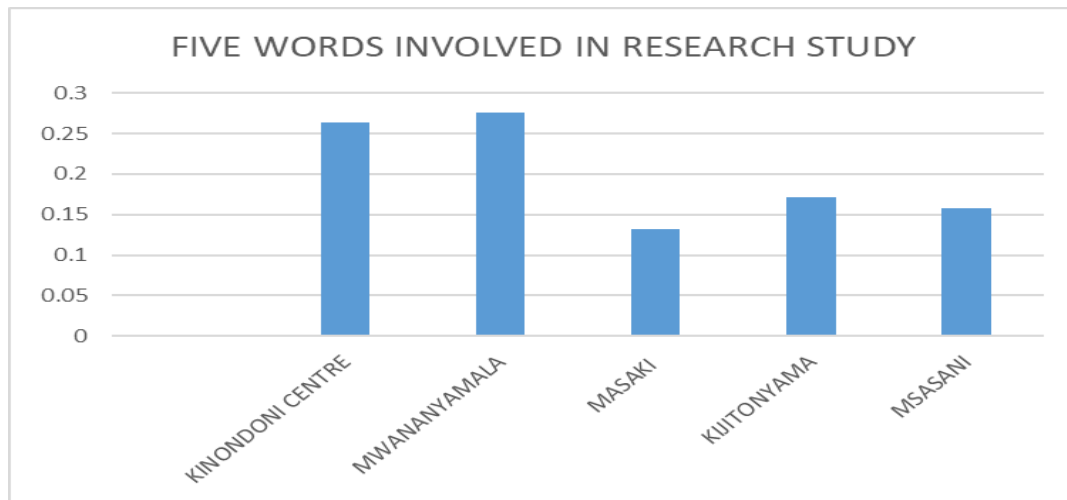


This approach established statistically significant conclusions about SFV and FSP by studying selected representative samples. The SFV areas consisted of the entire group being studied. Purposive sampling was used to interview all health government officials within the five Wards and the district official responsible for food and health that were involved in this study. Inductive coding methods were used to conduct this study as this method aims to understand the thoughts and experiences of a particular action. The open codes those were identified were then analyzed, compared and grouped into categories. Semi

structured interview approach also was chosen for its suitability for exploring attitudes, values, beliefs and motives. SFV were first categorized into four categories based on the food item the sell. These are: vendors serve hot foods, venders who serve food cold, venders who serve precut fruits or vegetables and venders selling liquids or drinks.

Data collection instrument involved: All the interviews were face to face interviews, observation checklist; focus group discussion by using closed and open end questions. The topic guides were developed based on the findings emerged from relevant literature. The key areas

of concentration in the interviews are summarized as follows: i) Challenges faced due to socio-economic barriers (Practice within the family; Behavioral risk factors; Inadequate capital; personal grooming); ii) Challenges faced due to lack of knowledge and skills (Lack of education, Lack of experience in SFV); iii) Challenges faced due to lack of infrastructural support (Kitchens and restaurants); iv) Lack of monitoring and lack of guideline from the government regarding SF vending.

All interviews with participant's consent were audio taped for further analysis and were disposed at the end of the study. Content analysis with inductive coding was used to code the transcribed interview data. Themes were reviewed and organized into large groupings form which the core themes had derived. Collected Data was analyzed using Statistical Package for Social Sciences (SPSS)

**FINDINGS AND INTERPRETATION**

A total of 76 interviews were conducted. All interviews conducted were face to face interviews, Among the 76 interviewees 32 vender serves food hot; 18 venders serve food cold; 15 venders serve precut fruits or vegetables and 11 venders sell different types of drinks. Out of 76 interviewees 46 were female and 30 males.
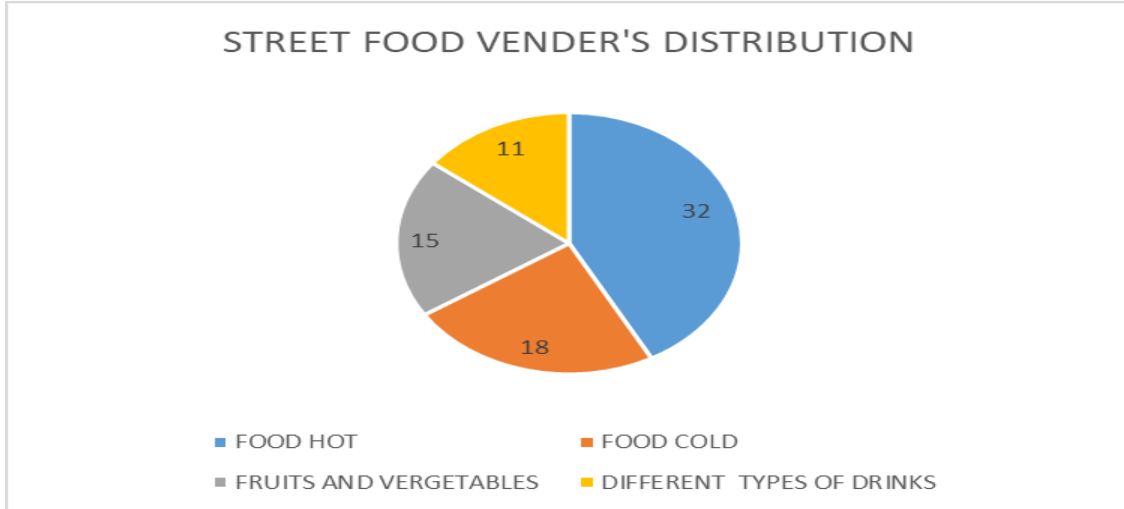


**i. The site standards in conformity to FSS and hygiene practice among the SFV due to socio-economic barriers.**

The findings were the evidence that environmental cleanliness was not up to Standards as 50% of the customers showed dissatisfactions. The customer comments were

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that; the food preparation and service areas were exposed to dust, dirty tables and chairs, sewage system running near by the kitchen, flies, dirty walls, wet and dirty floor etc. The implication was that the customers were exposed to food contaminated with bacteria like Clostridium perfringens, Clostridium botulinum, and Listeria monocytogenes because they are all found in Soil, Dust and Sewages. It showed that the SFV were not aware of how they were exposing the food in danger of harmful bacterial contamination.

### Personal Hygiene and Grooming

Personal hygiene and grooming findings showed that 80% of the customers were dissatisfied and the comments were bad body order from the waiters as in most SFV do the cooking serving themselves, dirty dust coats and uniforms or cloths, preparing food while drunk, sweating while roasting or cooking, smoking. Wearing slippers which blow dust especially where there is no concrete floor in the food areas. The implication was lack of personal hygiene and grooming among SFV.

### ii.    Challenges faced due to lack of knowledge and skills

**Density of SF vendors are more where there are business malls, educational institutions** specially schools, market areas and where there is density of office going people.

Majority of the vendors are female, illiterate and migrants from rural areas of the country. An over view on experiences of the interviewed street food vendors in selling street food and their previous job categories are based on their experience. A Dirty or unhygienic food handler being a cook or waiter present a very high risk of food contaminated with Staphylococcus aureus found on human (skin, infected cuts, pimples, noses and throat) by improper food handling and found in human intestinal tract and most of outbreak is from food handled by person with poor hygiene.  SFV are vending food based on experience.

A customer presented the following experience:

*"One day in one of the Street food vending that I was used to eat, on that day I happened to seat near the kitchen reading my newspaper sipping my soda while waiting for my lunch (mbuzi choma). I could not believe what I was happening in the kitchen, tomatoes for salad were being chopped direct from the basket no washing; it was a sunny day, when chopping my meet the guy was sweating and wiping himself using hands no handkerchief! Oh!. When he presented the meet I requested him to make it a take away, since then I never went back and I became very careful."*

### Formal Training on food Knowledge

About 80% did not have any formal training. The implication was that 80% of the SFV were not aware about food knowledge which is very crucial for any food handler, the chance of being informed about food safety knowledge from the informal training acquired by SFV were very slim.

### iii. Challenges faced due to lack of infrastructural support (Kitchens, restaurants and washroom);

Lack of proper kitchen and restaurants

Majority of these vendors prepare food in the place of vending though some are found to prepare food at home and bring it to the vending location to sell. Busiest selling time varies depending on the vending food type (e.g. Precut fruits are mostly sold in the early morning before the office starts or after office hours and "Ugali na Mboga" mostly is sold at lunch time). Consumers of street food vary from office staffs, students, surrounding shop owners to rickshaw or van pullers. Most of these vendors use water in every step of food preparation and provide drinking water for the consumers as well. Water almost always is collected from DAWASCO taps. Some pretend to keep "blue jays" especially for drinking purpose water which are not boiled. Sometimes amount of water used by venders varies from 20 to 150 liters but not purified water.

This observation is supported with one respondent who commented that:

*"Before I realized there was a problem with the food I eat in some of the street food vendors, I used to get stomach pain every time I eat cold food, until when my doctor required me to find out what and where I take my food before I get the problem, that is when I discovered it was food poison. Since then, I observe the area before I decide to take any food."*

Washroom facilities

Water and Soap used for Hand Washing

While hand washing is being campaigned international the finding showed 75% of customers were dissatisfied this means about 75% of customers in the SFV were exposed to stomach infection from bacteria such as Salmonella, Campylobacter and norovirus, other could include Escherichia coli where the water is unchlorinated and most people use hands for eating their street food. Findings revealed lack of education regarding harmful bacteria contaminations.

Water supply also was not hygienic as mostly come in the gallon of unknown sources, because there is water shortage from DAWASCO supply which is the most trusted water source. This why hand washing campaign stresses the use of warm water and soap to avoid using dirty or infected hand as it courses

contamination to the stomach which can lead into infection

Cleanliness of the Utensils and the Furniture

This revealed that only 35.0% of the customers were satisfied while 75.0% were not satisfied. The reasons given were that: use of cold water for cleaning and rinsing plates, spoons and glasses, no tap water, food was served on wet plates. The Tables were wet with flies around; dirty dusters being used for cleaning the tables. The implication was the customers could get food borne illness from cross- contaminations with bacteria like Escherichia coli, Campylobacters jejuni and Salmonella which are found in untreated water, unchlorinated water and sewage when they use wet glasses, plates and spoons given. One of the Customer commented that:

*"If you get used to eat in the street food venders the you must be ready and get used to take antibiotics and deworming frequently otherwise you kill yourself slowly especially for those people who are not sensitive to contaminated foods and the cannot react quickly when the eat bacterias".*

The use of dirty duster to clean the tables demonstrates lack of awareness of health and safety hazard that can course cross contamination to the food hence health hazard to customers. Poor handling of the equipment after cleaning, without proper sanitation, exposing them to flies it implied the SFV are completely ignorant on general hygiene and sanitation due to lack of education regarding Food Safety.

About 87.5% of the customers were dissatisfied, and the implication was the customers used the dirty Toilets were at very high risk of eating foods contaminated with Clostridium perfringens and Escherichia coli both found in intestine of human and the infection causes diarrhea or bloody diarrhea. One customer commented that:

*"The most disappointment I get when drinking my beer in this area is when I think of going to the washroom, blown with a smell from a distance and invited with water on the floor at the door oh!"*

Toilets are the most hazardous area for bacteria growth but they are the most neglected rooms in the buildings and houses due to lack of awareness of the conducive climates for harmful bacteria growth and dirty washrooms.

iv. **Lack of monitoring and lack of guideline from the government regarding SF vending.**

Awareness on the regulations and laws governing FS

Owners Survey

The Owners Survey on Figure no.3 below revealed the street food vendors were being issued with neither Established Food Safety Standards nor Set Standards for environmental cleanliness. The implication is that SFV performance was based on the individual's knowledge and standards and it is vulnerable for health hazard where the food is being handled. The Food Safety Regulations were provided to go with performance Standards but it is not happening yet.

### your business has food safety established standard?



■ no
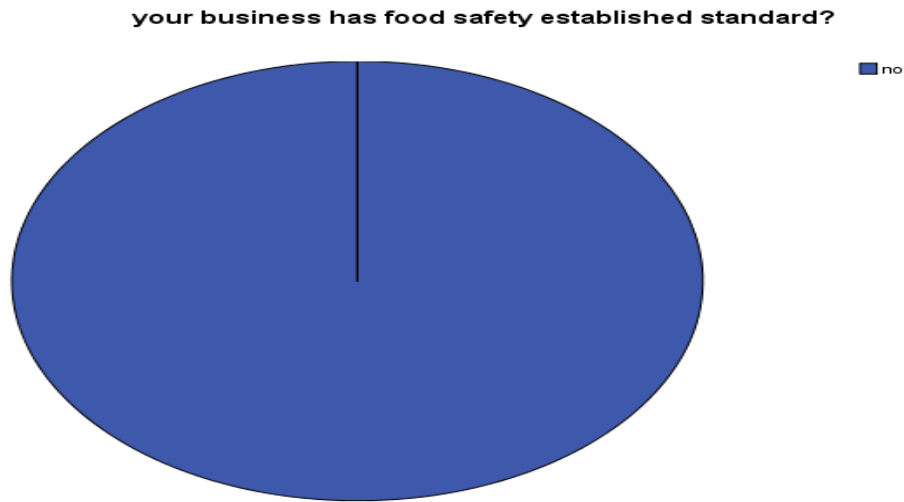
Findings revealed that: 100% of site owners have never read occupational health safety act. The implication of (100%) of the SFV never ever read any Occupational Safety and Health Act means there was no communication between the Government and the SFV regarding FS. The Health Officers believed they have clear communication but the SFV were actually not informed.

However, (90%) responded that they have never seen any drug act and regulations. The implication is there is a communication barrier between the Government and the SFV. The messages are not getting to the stake holders. About 100% of the owners have never read municipal food safety bylaws. The finding implies that: the SFV are doing business in a country without knowing the Laws. When the officers were intervened they said they do tell them about the laws. But not issuing to the

**Challenges Summary**

        **The following were pointed out to be the Challenges hindering SFV in practicing FS:** lack of Education and Training on food safety 89%; lack of food knowledge 87%; failure to know the food safety rules and regulation 85%; poor location of the vendors 79%; Waste management challenges78%; Poor working environment 72%; Safe and portable water shortage 73%; Capital Challenge 62%;



CHALLENGES HINDERING SFV IN PROCTICING FS
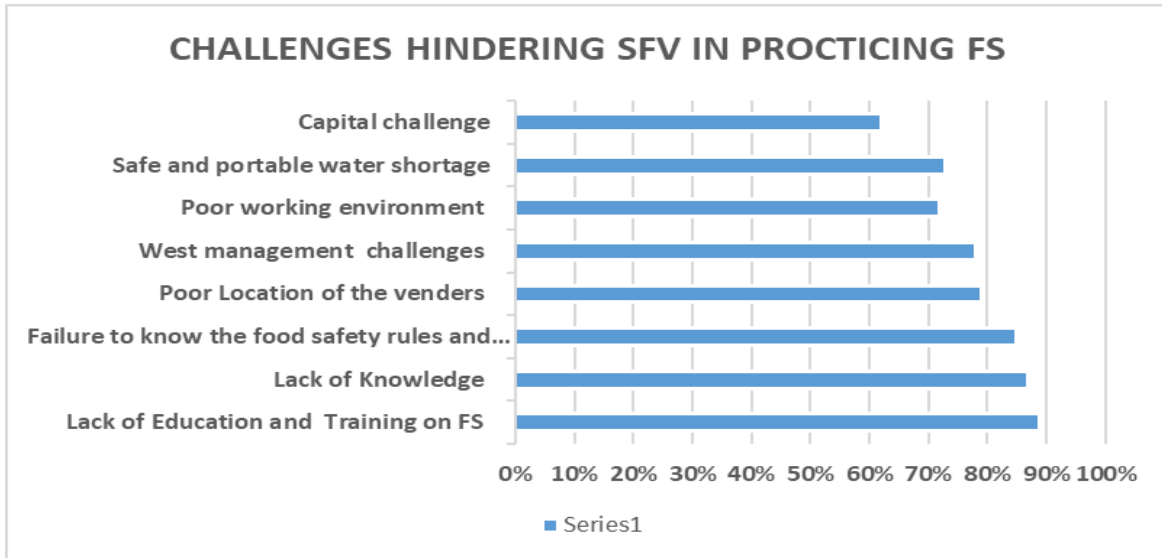
**RESULT**

        The interviewees identified reasons like lack of infrastructure, lack of support from the government or their lack of knowledge on food safety as major challenges in the way of ensuring street food hygiene. Most of the street food vendors interviewed, they were the sole earning members of the family, which made it harder for them to spend money to ensure food hygiene even if they wanted. Educational level for majority of the vendors interviewed were below primary level, therefore, had lack in knowledge of food safety or hygiene

        The Study also found that, there are no standard set for food safety procedures to be followed by the SFV therefore the Site Standards did not conform to FS and Hygienic practices as there is no guidance to FSP. When assessing the street food venders most of them are found on unacceptable places. For example, someone put a table on an area with a coca cola umbrella on top and display her food or fruit for sale regardless of how filthy and dirty the place appears**,** yet customers will buy. The SFV were not aware of the Laws and Regulations Governing food safety in Street Food Vending business. The Laws and Regulations concerning food safety should have made public and open

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as part of education to both SFV and the customers to raise alarm both side. The challenges observed in SFV in food safety implementations included: lack of education and training concerning food safety; lack of awareness of regulations on food safety; poor infrastructure like portable water sewage systems and waste management; poverty; limitation of proper sites that suites food safety practicing like location, size and room design; Traditions, cultural and life style back grounds which do not stress on food safety and hygiene practices. The above results lead to customers being served with foods from unsafe sources, improper holding temperature, on contaminated equipment and poor personal hygiene which posses health risk to customers. These practices also minimize the SFV business to grow as the customers have no confidence with the food as we head from different customer comments. Last but not least the business which is supposed to support the life of low income earners it ends up being trial and error as it will never pick up due to lack of education and training. During this research process there was Cholera break out at Kinondoni District, but it was sad to see the health officers stopping the SFV from selling their food without telling them what to do in order to serve and sell safe food. The result is that the SFV will continue selling unsafe food when the cholera is over.

**RECOMMENDATION**

The Street Food Vending is a very potential Industry by itself, it is capable of contributing much more to the National Income only if is empowered like other Sectors in the economy, and it involves health and welfare of the people. No one can skip taking food per day, therefore the Market for street food Vending is very wide. There are workers and business people who have no means of preparing meal at working areas at a particular time. These group need food service, the Authorities should be able to turn the challenges into opportunities which would benefit the SFV by eradicating poverty and the National at large.

The interviewed street food vendors gave their opinion that proper training about safe food handling and proper financial and infrastructural support like loans for starting a business, fixing a site for the street food vendors in different places of the city with all sorts of support available like supply of purified water, proper toilet facility and proper garbage disposal might be helpful to overcome the challenges faced by them to maintain hygiene of the food sold by them.

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# ASSESSMENT OF MICE TOURISM IN PROMOTING TOURISM GROWTH IN ARUSHA, TANZANIA.

Mwijarubi, Lorna Boniphace[1]  and Philip, N.S [2]
National College of Tourism – Arusha Campus, P.O. Box 6127 Arusha, Tanzania
anrolbonny@gmail.com Tel +255 767 048 290

**Abstract**

The purpose of this study based on the following research questions: Is MICE development viable in Arusha and what role played by MICE for tourism growth?  Researcher interest was to contribute to the government of Tanzania, policy maker, and researchers by elaborating how tourism growth linked with MICE. The purposive sampling was used to select Arusha City as the study site has the largest number of MICE stakeholders. The research design in this study was descriptive. Homogeneous data were collected by questionnaires and observed by the researcher. The population comprised corporate meeting planners, meeting and convention departments of hotels, conference centers, Food and beverage managers, logistics firms, tour operators, car hire, owner of existing MICE business and some management staff of Tanzania Tourist Board (TTB).Findings regarding MICE if fully practice able to the study area, 70% said yes. Most respondent 70% strongly agreed that there are potential of attracting tourist through MICE. The findings on MICE lead to tourism growth 50% agreed on the statement. This is due to the fact that MICE diversify the tourist attraction which was shown by results of 60% respondent Agreed to the statement and 30% Strongly agreed with a total of 90%. On the other hand, 50% strongly agreed that MICE creates new markets for our local products. Moreover, 50% strongly agreed that MICE invites other organizations to do business with the community. Arusha is the best place for Gemstone business such as tanzanite and there is the availability of leisure and entertainment facilities which can serve MICE travelers. Finally the study recommends that further studies to be conducted in the area of  gastronomy sustainability towards local economic development in Tanzania.

**Keywords:** *MICE Tourism, Tourism Growth, Arusha.*

# 1.0 INTRODUCTION

The conference industry is a young, dynamic industry which is growing and maturing at a rapid rate. From origins in Europe and North America, it is now a truly international industry witnessing huge investments across all continents.Conferences have traditionally formed a part of the business tourism, or business events, sector, a major though often under-valued sector of the wider tourism industry, but it may be time to realign the sector and play down its association with tourism (Rogers, 2013).

In recent years, most international organizations such as the World Tourism Organization (WTO) have argued that tourism can be considered as a tool for economic development in many regions of the world. In a global scale, tourism industry representing a 4% annual growth rate over the past four decade's (UNWTO, 2018). International tourist arrivals in Tanzania rose by 90% during the period 2006–2019 Tanzania is the most visited country in Sub-Saharan Africa after South Africa (9.5m), Zimbabwe (1.9m), Mozambique (1.7m), Uganda (1.27m), Kenya (1.26m), and Namibia (1.2m). 81% of the total number of tourist arrivals in Tanzania visited the country for leisure and holiday with most of the visitors coming from Africa (46%) and Europe (32%). (UNWTO, 2018)

From 2012, tourism in Tanzania has been the leading sector in terms of foreign exchange earnings and is the 3rd largest recipient of FDI after mining and manufacturing. Given its endowment and having exceptionally rich natural tourism assets of world heritage status, Tanzania's tourism sector is an ideal vehicle for propelling growth and poverty reduction (MoF, 2016). The country is ranked 4th among 140 countries with regard to the endowment of tourism-related natural resources. The growth in tourist arrivals in Tanzania is robust and has

remained fairly robust in the face of global economic turbulence. For example, during the 2008/2009 global financial crisis, arrivals declined by only 7 percent in Tanzania compared to 32 percent in neighboring Kenya (MoF, 2016).

The tourism industry kept on growing steadily, the number of international tourist arrivals increased from 627,325 in 1999 to 1,327,143 in 2017, likewise during the same period the earnings from tourism increased from USD 733.28 million to USD 2.3 billion, accounting for more than 25% of the total export earnings. Similarly total employment kept on increasing (direct, indirect and induced jobs) from 719,000 in 2008 to 1.5 million in 2017. Equally the value of tourism investments increased from USD 743.0 billion (4.7% of total investments) in 2011 to USD 746.5 billion (8.7% of total investments) in 2017. More efforts to diversify the tourism product in Tanzania have been done jointly by Tanzania Tourist Board (TTB), the Ministry of Natural and Tourism (MNRT) and The Netherland Development agency (SNV) in promoting and developing cultural tourism since 1990s Cultural Tourism Enterprises (CTEs) increased from four enterprises in 1999 to 66 in 2017. The CTEs has increased the visibility of the locals as it allows to showcase the unique traditional, art, cuisine, ornaments and related products of cultural artifacts to tourists (MNRT, 2017) (TTB-CTP, 2017).

Tanzania for years has been relying on wildlife, historical sites, and the Indian Ocean beaches. Conference and Exhibition (MICE) considered being a new tourist product after wildlife, historical sites, and the Indian Ocean beaches (Linda, 2018). The country has been relying on the natural, non-natural, beach and cultural tourism attraction and at the same time vision 2020 is advocating efforts to increase the number tourists to 2 billion, increase the length of stay and expenditure. Yet very little research

has been done to explore the role of MICE tourism to the contribution of Tourism growth in the country. As well very little and no clear documentation of MICE tourism in Sub Saharan African countries except for South Africa Under this strategy, the Tanzania Tourist Board (TTB) has targeted to attract conferences and business visitors ready to hold international conferences in Tanzania regions such as Arusha and Dar es Salaam, aiming at pulling participants who would book hotels and visit northern Tanzania tourist attractions (Linda, 2018). Tanzania has been providing training to the stakeholders on MICE and also ensures that there are existences of 4-5 star hotels that can accommodate large group meetings. The conference, meetings and exhibitions industry is rapidly emerging as one of the most important sectors not only within business travel but also in the whole tourism industry. In recognition of its importance, Tanzania looking at competing with other developing and developed countries so that to be the destination of meetings, incentives, conferences and exhibitions which will assist the country becoming one of the most attractive international trade and investment market. The government is working hand in hand with its institution, agencies and private sector in the efforts of destination product development and diversification to increase the number tourist through adding more product portfolio in the destination package, MICE tourism being one of them. Therefore this research will have significant value to MICE tourism organizers as it will highlight what it entails to attract MICE participants towards its contribution to the tourism growth.

Under the umbrella of tourism, there are various kinds of tourism industries and MICE (Meetings, Incentive travels, Conventions, Exhibitions) tourism can be categorized as part of business tourism. MICE Industry has positive impacts both on economy and society considering its direct revenue, seasonality control, and employment, Foreign Direct Investment (FDI), spurring of technology and innovation, new ideas, knowledge and insight and local business climate as well.

The main focus of the study is in the touristic region. The region is called Arusha which is found in northern highlands of Tanzania. Arusha is the safari capital of the country and popular stop which prepare tourist for their journey to climb Mt. Kilimanjaro, Mt. Meru or into the national parks of Arusha, Serengeti, Ngorongoro, and Tarangire.

Since there is little or no proper documentation regarding the MICE sector and its contribution to tourism growth, there is a need to explore strategies and model to promote MICE in Tanzania. Construction of modern conference and accommodation facilities is very important but are not enough to attract MICE tourists without considering the facts behind how and why decision to visit a destination and attends events are made. According to Lee and Back (2007) Clear understanding of perceptions, motivations and attitudes of events attendees are key elements to develop strategies that will promote MICE tourism. Moreover understanding MICE events with help to increase the number of participants, vivid multi-economic benefits to both host location and MICE event's organizers (Zhang et al., (2007). Further exploration of this study based on the following Research questions: Is MICE development viable in Arusha and what role played by MICE in tourism growth Hence, the purpose of this study was to ensure that all research questions are answered. Researcher interest is to contribute to the government of Tanzania, policy maker, and researchers by elaborating how tourism growth linked with MICE.

The results of this study will provide a platform that could be of practical significance to Government and other organizations involved in

planning, organizing, developing, and marketing the MICE industry in the country. Developing competitive research findings will be highly valuable to MICE organizers who are competing to attract visitors worldwide.

## MICE TOURISM CONCEPT AND ITS DISTINCTIVENESS

### Mice Tourism Concept

MICE tourism, the new buzzword in international tourism markets, is an acronym for Meetings, Incentives, Conferences/Conventions, and Exhibitions. It is a specific form of business tourism that relates to the activities of groups of business persons traveling for business purposes rather than individual business travelers and represents a multi-billion dollar segment of tourism worldwide. MICE are used to refer to a particular type of tourism in which large groups planned usually well in advance are brought together for some particular purpose. MICE are an advanced branch of tourism involving vigorous economic activities and hence, play a significant role in the tourism economy of a destination. Most components of MICE are well understood, perhaps with the exception of Incentives. Incentive tourism is usually undertaken as a type of employee reward by a company or institution for targets met or exceeded, or a job well is done. Unlike the other types of MICE tourism, Incentive tourism is usually conducted purely for entertainment, rather than professional or educational purposes.

Meetings are events planned fairly in advance to bring business travelers together on a specific date for the purpose of exchanging information, either between people from one company or organization or between people from different establishments. Some of the events that would comply with the World Trade Organization's definition of 'meeting' include Product launches, Cocktail functions, Breakfast, lunch and dinner meetings, and Special occasions such as weddings, Fashion shows, and Movie promotion (Hamid MA., 2012).

Incentives involve travel to foreign countries or domestic destinations as part of a motivational or incentive scheme to enhance or reward employee efforts. Mostly consumer goods, automobile, and electronics companies use incentive travel, i.e. vacations with the family, to reward dealers and drive dealer sales (Hamid MA., 2012).

Conferences or conventions are generally described as multi-day events attended by at least a hundred delegates for the purpose of exchanging business information. If 40% or more of the delegates come from outside the host country, the event would be termed as an international conference or convention. The difference between meetings and conferences lies in, both, the number of people attending and the duration of the event (Hamid MA., 2012). Exhibitions OR Events involve the drawing together of corporate leaders and business-minded people for the purposes of viewing products and services of different enterprises and business groups.

The importance of the MICE industry lies in the fact that it converts the annual business meetings and conferences into a glamorous and enjoyable event for the delegates and attendants. Be it a meeting to bring people together either from within one company or from a broader spectrum or an international conference of 100 delegates or product launch party or exhibition, MICE tourism finds itself being inevitable in all the occasions (Hamid MA., 2012).

Since the range and market size of event tourism is expanding progressively, separate forms of tourism are produced and MICE tourism can be an example of them. MICE (Meeting, Incentive, Convention and Exhibition) sector consists of related diverse meetings, incentives, conventions

and exhibitions activities including conferences, congresses, and trade shows. This sector has been regarded as one of the most dynamic and important sectors of the tourism industry that focuses on business activities rather than leisure (Hamid MA., 2012).

Table 1: The components of MICE (Shediac, 2014)

| MICE Tourism Types | Description | Examples |
|---|---|---|
| Meeting | A meeting is the coming together of a group of people to discuss or exchange information. In some regions, meetings may be seen as a small-scale conference by others | Corporate meetings |
| Incentives | Incentive travels include leisure trips emphasizing pleasure and excitement and which may appear to have little or no connection to a business | Leisure trips |
| Conferences | An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize, or attend other organized events | Conference on sustainable tourism |
| Exhibition | Exhibitions can generally be portrayed as 'presentations of products and services to an invited audience with the object of inducing a sale or informing the visitors' | Presentations of products or services |

Empirical review

Business tourism is viewed as a highly lucrative segment of tourism (Cosmin, 2012) and supported by the advance of globalization (Donaldson, 2013), has experienced considerable growth in recent years owing to expanding international relationships and trade (Gelder, 2011).It has been cited that within tourism, meetings and conventions are one of the fastest growing segments (Ladkin, 2006). Among several reasons given, the main reason is being the economic benefits for the destination and community as well as improving the destination image (Cosmin, 2012). Current data from the World Travel and Tourism Council (WTTC) suggest that business spending contributed 23.4% of travel spending in 2015 and is expected to grow by 3.9% in 2016 (WTTC, 2016). As the presence of conventions center, it makes delegates spend more economically, stay longer and not solely spending on hotel and restaurant but on wildlife, leisure activities such as retail, events, and visits to local attractions such as museums and theaters (Gelder, 2011). Business tourism, seen as a strategic tourism segment, is positioned as an important leverage factor that can contribute to tourism growth by attracting events, contributing to the extension of stay at the destination, influencing the return of visitors and the promotion and strengthening of the region's tourism image (Marques J., 2016).

Kumar and Hussain (2014) argue that MICE has been well acknowledged as being a segment that

contributes several benefits to tourism growth. Many studies suggest that (formal) business tourists tend to spend relatively large amounts of money in relation to other tourists because they are likely to stay in the more expensive forms of accommodation (e.g., Donaldson, 2013; World Bank, 2012). Their spending is also due to their capacity to enjoy meals from expensive restaurants and to employ relatively expensive transportation options. In addition to what business tourists spend, there is the amount that is spent by others on their behalf. In other words, for every representative, a mass of people exist who have to organize, manage, and arrange the MICE-related infrastructure, as well as employ the essential backup services [Marques & Santos, 2016; United Nations World Tourism Organization (UNWTO), 2014]. Further benefits of business tourism for destinations arise from the fact that business tourists are considered less subject to seasonal fluctuations than are other categories of tourists, as business activity happens continuously throughout the year (Kumar & Hussain, 2014). According to the UNWTO (2018), business tourists "often come at times of the year when other kinds of visitors won't, which helps support the development and maintenance of tourism infrastructure such as hotels and attractions that support other types of visits as well. Business tourism is seen as a counterpart of the leisure tourism sector, which relies on a considerable amount of the same physical infrastructure, and on bringing business to such destinations as seaside resorts (Cosmin & Ioan, 2012; Gelder &Robinson, 2011). Many of the investments that are made in a destination's infrastructure are designed primarily for the business tourist (e.g., hotels, transport and communication facilities, restaurants, attractions and amenities, and even

conference venues), providing benefits that can also be enjoyed by leisure visitors and by the local residents (Gelder & Robinson, 2011). A significant part of the new wave of hospitality and accommodation development that is occurring in leading African cities is focused on the business travel market (J. M. Rogerson, 2016).According to Beaverstock (2009), the phenomenon of business travel also has social benefits for the business traveler with The experience of visiting clients or other offices of the firm and the experience of other cities and countries. Swarbrooke (1999) states that business tourism tends to spread its benefits more widely than does leisure tourism because of its use of particular services such as audiovisual companies, secretarial agencies, and florists that tend not to be used by leisure tourists. Therefore, the multiplier effect of such activities is widespread in the case of business tourists. Business events also act as showcases for local products and services, as they provide exposure and serve to foster the burgeoning of related activities taking place in the surroundings (UNWTO, 2018). Therefore, MICE tourism act as a lever for tourism growth, economic diversification, and local economic development. In common with other forms of tourism, business tourism also can benefit the poor (Coles & Mitchell, 2009). Rogerson, J. M. (2013). identifies three main channels for transmitting benefits from business tourism to the poor in the African context. First, benefits accrue through direct employment in hotels and restaurants; second, the direct influences of supply chains, consisting of food, crafts, and lastly, dynamic forces, in terms of externalities, help to boost the national and local economies through tourism growth.

Conceptual Framework
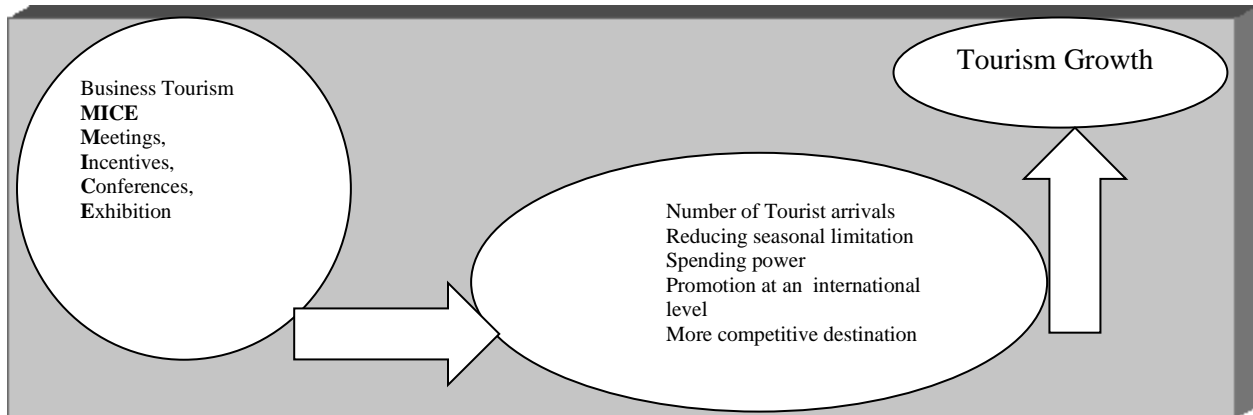


Source: Researcher 2019

METHODOLOGY

In order to explore what extent MICE travel in Arusha region take part in tourism growth and to determine MICE components, quantitative and qualitative approach was chosen. The data for this analysis were from a survey of MICE stakeholders of Arusha that were identified during the research period.

The research design in this study was descriptive, sampling design was both probability and non- probability designs were used for the targeted sample. The motive for adopting such research designs is because the researcher wants to explore more details to develop theory. Homogeneous data were collected by questionnaires and observed by the researcher. The population of the study consisted of 70 MICE stakeholders who are residing in Arusha. The population was comprised of corporate meeting planners, meeting and convention departments of hotels, conference centers, Food and beverage managers, logistics firms, tour operators, car hire, Owner of existing MICE business and five management staff of Tanzania tourist board (TTB), professional trade organization such as TATO. The researcher selected a sample of 60 respondents in this study due to time and purposeful sampling procedures used in this study. The sample size below was calculated by G power online source.

Table 3.1: A table to show sample size

| Respondents | Study population | Confidence Level (%) | Margin Error (%) | Sample size |
|---|---|---|---|---|
| MICE stakeholders | 70 | 95 | 05 | 60 |

*Source: Researcher 2019*

Both primary and secondary data was collected from Arusha city. The primary data for this study were collected using a questionnaire and consisted of open and closed questions. The questionnaires were designed carefully to ensure that, all relevant information regarding the research was captured. Data information was collected directly from respondents and the researcher observed their interest in MICE. Secondary data was collected from secondary sources like internets and other relevant sources including books, journals, official reports, and

statistical reports for the purpose of enriching the primary data sources. Regression analysis was conducted to allows modelling the relationship between a dependent variable and one or more independent variables. The correlation analysis was used to determine the possible assosiation between variables. Data was analysed by using SPSS software to ensure validity and reliablity of findings.

RESULTS

Demographic characteristics comprised of 35% females and 65% male. With regard to work, the result implied that approximately (60%) of all respondents were working in Private sector such as Hotel, Travel agency, Tour company, Car hire. This indicates that the majority of Stakeholders in MICE tourism are private sector as indicated by results. With regard to how long have been working in MICE business 70% of most stakeholders have experience of fewer than ten years. Moreover pertaining to understanding the concept of MICE 65% said Very familiar with the concepts, while 35% said somewhat familiar with the concept. Regarding MICE if fully practice able to the study area, 70% said yes. Most respondent 70% strongly agreed there is the potential of attracting tourist through MICE and lead to tourism growth by 50%. This is due to the fact that MICE diversify the tourist attraction which was shown by results of 60% respondent Agreed to the statement and 30% Strongly agreed with a total of 90%. On the other hand, 50% strongly agreed that MICE creates new markets for our local products. Moreover, 50% strongly agreed that MICE invites other organizations to do business with the community. Arusha is the best place for Gemstone business such as tanzanite and there is the availability of leisure and entertainment facilities which can serve MICE travelers. Arusha is not well known by other countries this

indicated by the result which shows that 55% strongly agreed that MICE will make Arusha community well known to the outsider. Regarding tourism policy, planning, and management promote MICE results showed that 55% of respondents said yes, 45 respondent said no to the statement. However the researcher observed that there is lack of policy that encourages public organization in the participation of MICE tourism and lack of private sectors initiative to provide assistance in implementing MICE to full potential in promoting tourism growth. The explanations given by respondent on who do they think should make primary decisions concerning MICE practices 70% said People outside their community (e.g. government officials, tour operators, NGO's, financial contributors, etc.) and 10% said the group of people in the community, 20% said the whole community. Regarding if there is an institution providing the fund to facilitate MICE, the findings showed that 55% said no and 45% said yes. But they agreed by saying yes by 75% that the Tanzania government providing assistance in implementing MICE. The results also indicate that most stakeholders don't meet tourist directly and preferred business was conferences or convention and they felt that Exhibition and Incentives was a seasonal business. No doubt, all respondent interests were based on conferences as it attracts more Tourist. The researcher

observed that MICE will enhance Destination branding and increase the spending power of tourist. in addition to that will promote Arusha in term of tourist growth and make it more competitive destination.

Inferential

Regression

The study sought to measure relationship between the various factors of value of MICE will lead tourism growth against MICE makes Arusha community well known to outsiders, MICE diversify tourist attraction, MICE Table for results

promote cultural restoration and conservation, MICE creates new markets for local products, MICE invites other organizations to do business with the community. From the linear regression, it was established that there was a relationship between the variables. The coefficient of multiple determinations ($R^2$) value was 0.816 this meant that 81% of the variation in the MICE will lead tourism growth was caused by the variation of variables as shown in table 4.1 below.

Table 4.1.2.1 Model Summary of MICE will lead tourism growth

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1 | .904[a] | .816 | .799 | .513 |

Source: Researcher, 2019

a. Predictors: (Constant), MICE makes Arusha community well known to outsiders, MICE diversify tourist attraction, MICE promote cultural restoration and conservation, MICE creates new markets for local products, MICE invites other organizations to do business with the community

From the ANOVA table 4.2 the regression model predicting the relationship between opinion about Arusha and independent variables was significant at P value 0.00. the F calculated at 48.052

Table 4.2 ANOVA[b] of MICE will lead tourism growth

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------|
| 1 | Regression | 63.196 | 5 | 12.639 | 48.052 | .000[a] |
| | Residual | 14.204 | 54 | .263 | | |
| | Total | 77.400 | 59 | | | |

Predictors: (Constant), MICE makes Arusha community well known to outsiders, MICE diversify tourist attraction, MICE promote cultural restoration and conservation, MICE creates new markets for local products, MICE invites other organizations to do business with the community

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Products is significant with p values that was less than 0.05. From the regression model obtained above, holding all the other factors constant. A unit change in MICE creates new markets for local products holding the other factors constant would lead to change of MICE will lead tourism growth by 0.461 units.From the analysis, the entire variable only the variable MICE creates new markets for local

Table 4.3 Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| 1 (Constant) | -.006 | .341 | | -.017 | .986 |
| MICE diversify tourist attraction | .228 | .086 | .196 | 2.650 | .011 |
| MICE creates new markets for local products | .461 | .123 | .485 | 3.743 | .000 |
| MICE promote cultural restoration and conservation | -.311 | .121 | -.311 | -2.581 | .013 |
| MICE invites other organizations to do business with the community | .218 | .155 | .207 | 1.405 | .166 |
| MICE makes Arusha community well known to outsiders | .388 | .140 | .413 | 2.765 | .008 |

a. Dependent Variable: MICE will lead tourism growth

Source: Researcher, 2019

Correlation Analysis

The study sought to establish the relationship between MICE is fully practiciable, potential of attracting tourist through MICE, MICE will lead tourism growth, MICE diversify tourist attraction,MICE creates new markets for local products. A correlation done between the variable among respondents revealed that all the variables were positively correlated and significant. This implied that MICE influences tourist growth through frequency of attracting tourist through MICE, creation of new markets for local products and diversification of tourist attraction. The strongest correlation was experienced between MICE will lead tourism growth, MICE diversify tourist attraction and MICE creates new markets for local products

(=0.538) and (=0.826) as shown in the table        below.


Table 4.4 Correlations

| | | MICE IS fully practice-able | Potential of attracting tourist through MICE | MICE will lead tourism growth | MICE diversify tourist attraction | MICE creates new markets for local products |
|---|---|---|---|---|---|---|
| MICE is fully practice-able | Pearson Correlation | 1 | .286* | .134 | -.146 | .009 |
| | Sig. (2-tailed) | | .027 | .306 | .267 | .945 |
| | N | 60 | 60 | 60 | 60 | 60 |
| POTENTIAL of attracting tourist through mice | Pearson Correlation | .286* | 1 | -.250 | -.370** | -.265* |
| | Sig. (2-tailed) | .027 | | .054 | .004 | .041 |
| | N | 60 | 60 | 60 | 60 | 60 |
| MICE will lead tourism growth | Pearson Correlation | .134 | -.250 | 1 | .538** | .836** |
| | Sig. (2-tailed) | .306 | .054 | | .000 | .000 |
| | N | 60 | 60 | 60 | 60 | 60 |
| MICE diversify tourist attraction | Pearson Correlation | -.146 | -.370** | .538** | 1 | .466** |
| | Sig. (2-tailed) | .267 | .004 | .000 | | .000 |
| | N | 60 | 60 | 60 | 60 | 60 |
| MICE creates new markets for local products | Pearson Correlation | .009 | -.265* | .836** | .466** | 1 |
| | Sig. (2-tailed) | .945 | .041 | .000 | .000 | |
| | N | 60 | 60 | 60 | 60 | 60 |

Table 4.4 Correlations

| | | MICE IS fully practice-able | Potential of attracting tourist through MICE | MICE will lead tourism growth | MICE diversify tourist attraction | MICE creates new markets for local products |
|---|---|---|---|---|---|---|
| MICE is fully practice-able | Pearson Correlation | 1 | .286* | .134 | -.146 | .009 |
| | Sig. (2-tailed) | | .027 | .306 | .267 | .945 |
| | N | 60 | 60 | 60 | 60 | 60 |
| POTENTIAL of attracting tourist through mice | Pearson Correlation | .286* | 1 | -.250 | -.370** | -.265* |
| | Sig. (2-tailed) | .027 | | .054 | .004 | .041 |
| | N | 60 | 60 | 60 | 60 | 60 |
| MICE will lead tourism growth | Pearson Correlation | .134 | -.250 | 1 | .538** | .836** |
| | Sig. (2-tailed) | .306 | .054 | | .000 | .000 |
| | N | 60 | 60 | 60 | 60 | 60 |
| MICE diversify tourist attraction | Pearson Correlation | -.146 | -.370** | .538** | 1 | .466** |
| | Sig. (2-tailed) | .267 | .004 | .000 | | .000 |
| | N | 60 | 60 | 60 | 60 | 60 |
| MICE creates new markets for local products | Pearson Correlation | .009 | -.265* | .836** | .466** | 1 |
| | Sig. (2-tailed) | .945 | .041 | .000 | .000 | |
| | N | 60 | 60 | 60 | 60 | 60 |

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.4 Correlations

| | | MICE IS fully practice-able | Potential of attracting tourist through MICE | MICE will lead tourism growth | MICE diversify tourist attraction | MICE creates new markets for local products |
|---|---|---|---|---|---|---|
| MICE is fully practice-able | Pearson Correlation | 1 | .286* | .134 | -.146 | .009 |
| | Sig. (2-tailed) | | .027 | .306 | .267 | .945 |
| | N | 60 | 60 | 60 | 60 | 60 |
| POTENTIAL of attracting tourist through mice | Pearson Correlation | .286* | 1 | -.250 | -.370** | -.265* |
| | Sig. (2-tailed) | .027 | | .054 | .004 | .041 |
| | N | 60 | 60 | 60 | 60 | 60 |
| MICE will lead tourism growth | Pearson Correlation | .134 | -.250 | 1 | .538** | .836** |
| | Sig. (2-tailed) | .306 | .054 | | .000 | .000 |
| | N | 60 | 60 | 60 | 60 | 60 |
| MICE diversify tourist attraction | Pearson Correlation | -.146 | -.370** | .538** | 1 | .466** |
| | Sig. (2-tailed) | .267 | .004 | .000 | | .000 |
| | N | 60 | 60 | 60 | 60 | 60 |
| MICE creates new markets for local products | Pearson Correlation | .009 | -.265* | .836** | .466** | 1 |
| | Sig. (2-tailed) | .945 | .041 | .000 | .000 | |
| | N | 60 | 60 | 60 | 60 | 60 |

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher, 2019

## CONCLUSIONS AND RECOMMENDATIONS

The MICE industry is one of the key drivers of tourism destination development and an important generator of income, employment, and (foreign) investment. Besides economic benefits, the MICE industry delivers opportunities for knowledge sharing, networking, and capacity building, making it an important driver for intellectual development and regional cooperation. Every destination that wants to improve its tourist attractiveness should make detailed plans for the development of tourism.

Empirical studies suggest that destination with the best chances for promoting tourism growth is those that already have the advantageous facilities like Arusha. Moreover, with tourist attractions such as wildlife, gemstone business potential and facilities MICE can be of benefit to Arusha in promoting tourist growth. It can be said that the role of Business tourism in promoting tourist growth will influence this destination to be popular.

The researcher was limited to a narrow population of tourists due to time limit however a large population can be used for future study in order to generalize the opinion of a whole region of Arusha. The study further recommends that new studies be conducted in the sustainability of local gastronomy towards local economic development and to assess the use of marketing by the government of Tanzania in promoting MICE Tourism of Tanzania.

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# DRIVERS OF EMPLOYEE TURNOVER IN TOURIST HOTELS IN DAR ES SALAAM, TANZANIA.

**Ms. Farida Sebastian Masalu & Ms. Eunice Nderingo Ulomi.**

**National College of Tourism**

**PO Box 9181**

**Dar es Salaam-Tanzania**

**Email:  farida.sebastian@nct.ac.tz**

**Telephone: +255 755 261 026 / 715 294 363**

**Abstract**

The purpose of this study was to determine the drivers of employee turnover in Tourist Hotels in Dar Es salaam, Tanzania. The study was conducted in Dar Es Salaam in five (5) tourist hotels. A sample size of 50 respondents was purposively selected from various departments of the selected hotels as well as employees who have already quitted the job. The study was guided by two theories; the causal model intent to leave by Martin (1979) and Two- Factor Theory by Hertzberg (1959).  The study was descriptive and data were collected using interview and focus group discussion.

The results of the study revealed that, inadequate compensation package, long working hours and heavy work load, lack of opportunity for promotion and unclear procedures for promotion were identified to be the front factors influencing turnover.
Hotel management should give employees incentives like, individual bonus, lump sum bonus, training and development and other benefits which in turn will help to minimize employee turnover.

**Keywords:  Employees Turnover; Retention, Tanzania**

## INTRODUCTION

Tourism industry in Tanzania plays a pivotal role in fostering direct foreign earnings and generating direct and indirect employment opportunities (UNCTAD, 2008). In 2013, its contribution to the country's GDP stood at $1.85 billion (MNRT, 2013). This contribution makes it necessary for the industry to retain its human resources.

The importance of employees to an organization has been acknowledged for a long time, as they play a pivotal role in creating and maintaining a competitive advantage for their organizations (Albaqami, 2016).

According to Herzberg (2005), the issue of attracting and retaining highly qualified employees stems from a managerial perspective that is more important than ever previously.

Furthermore, the issue of motivating, keeping, and sustaining employees is considered to be a smart strategy for maintaining organisational performance and carving out a place in the market in the long term, as it invests in the valuable resource of human capital (Albaqami, 2016).

In recent times, different scholars, researchers and human practitioners have directed much of their attention to the issue of employee turnover. This concern is evidenced by numerous turnover studies that exist in the literature. These include studies by Tso-Jen Chen, Chi-Min Wu, (2017) and Susan Gordon, Chun-Hung (Hugo) Tang, Jonathon Day, Howard Adler, (2019). All these scholars have agreed on one point that employee turnover may result in negative consequences. As employees are so vital for the functionality of performance, employee turnover is a subject matter that is considered to be one of the most serious obstacles that face organizations. Tourist hotels are such organizations that come under threat from this danger, when its employees are leaving their jobs while the country is insisting to increase the number of tourist visits.

### The Problem Statement

Despite its richness in tourist attractions, tourism sector in Tanzania faces a lot of constraints including employee turnover.

A number of retention strategies have been adopted by tourism sector in Tanzania, still they have been experiencing high staff turnover in the recent years. This is evidenced by various scholars who both revealed on the problem of employee turnover in different organizations including tourism sector.

The major human resource management problem faced by many organizations is that of understanding and managing labour turnover (Evans, 2006). Employee turnover is a serious problem for many companies and it creates negative effects. Employee Turnover has

become a serious problem in today's corporate environment (Boshoff and Mels, 2000).

There is no such thing as a job for life and today workers have few qualms about leaving employees for greener pastures, this has made today's employers to have a hard time in attracting employees and retaining them (Birdir, 2002).

Therefore, this paper examines the factors that contribute to employee turnover in tourism sector in Tanzania.

## Literature Review

## Theoretical Foundation

This study was guided by two theories. These are the causal model intent to leave by Martin (1979) and Two – Factor Theory by Hertzberg (1959).

The causal model intent to leave

Martin (1979) developed a causal model of intent to leave when investigating employees' intention to stay or to leave an organization. According to the model; low pay, few close friends, little formal and job related information, high centralization, routine work and little promotion opportunity produce a decrease in a job satisfaction which in turn produce an increase intent to leave. It further portrays other six demographic variables including the length of service, age, education, occupation, marital status and sex to have motivation consequences for job satisfaction as well as intention to leave. The model has major advantage that it identifies organizational variables that affect decision making.

Two – Factor Theory

This theory was propounded by Hertzberg (1959) two factor theory. According to this theory, there are two sets of factors affecting motivation and work. The first set of factors is related to job context (hygiene factors). The factors in this set are referred to as dissatisfactions. The absence of these factors results in dissatisfaction among employees. These factors include; salary, job security, working conditions, levels and quality of supervision, company policy and administration, and interpersonal relations. Therefore, they are essential in avoiding unfair and unequal treatment among workers. The second set of factors is related to job content (motivators). These factors include the nature of work, personal growth and advancement, responsibility, recognition and a scene of achievement. These factors arouse the feeling of satisfaction in addition to motivating individual to work hard. The theory also explains the significance of job design and the quality of work force which is needed to make jobs more motivating.

The theories reviewed have evidenced that there are numerous factors contributing to employee turnover in an organization.

Empirical Review

Tso-Jen Chen, Chi-Min Wu, (2017) conducted a study on "Improving the turnover intention of tourist hotel employees: Transformational leadership, leader-member exchange, and psychological contract breach",

The study aimed to explore the high turnover intention issue in Taiwan's tourist hotel industry. Data from the 226 frontline employees in Taiwan's tourist hotel industry were employed to examine the proposed hypotheses by using a series of structural equation modeling analyses.

Statistic results revealed that transformational leadership behaviors influence LMX and LMX in turn influences psychological contract breach, which consequently leads to lower turnover intention. The results of the study suggest that hospitality organizations should recruit individuals who have the potential to exhibit transformational leadership skills, along with designing leadership training programs for middle- and high-level managers.

Susan Gordon, Chun-Hung (Hugo) Tang, Jonathon Day, Howard Adler, (2019) conducted a study on the "Supervisor support and turnover in hotels: Does subjective well-being mediate the relationship?"

The study aimed to examine whether employee subjective well-being acts as a mediator in the relationship between perceived supervisor support and turnover intention within the context of select-service hotels in the Midwest USA.

The sample included hourly employees in select-service hotels in the Midwest USA. The significance of the relationships was assessed using regression, and both the Sobel test and bootstrapping methods were performed to test the mediating effect of subjective well-being on the relationship between perceived supervisor support and turnover intention.

The results confirm subjective well-being acted as a partial mediator in the relationship between supervisor support and turnover intention. Employees who perceive higher levels of support from their supervisors are less likely to leave their organizations. At the same time, supervisor support also positively affects subjective well-being, which reduces turnover intention.

Employment Law

There are various laws and policies guiding the issues of human resources in both public and private owned organisations. These laws and policies have identified the rights and

responsibilities of both employees and employers. The law reviewed in this study, include Employment and Labour Relations Act, 2004.

Employment and Labour Relations Act, 2004 identifies workers rights and employers responsibilities. It also analyses different issues like remuneration, workers leave and prohibition of discrimination in the work place as it is stated in section 7(1) that, every employer shall ensure that he promotes an equal opportunity in employment and strives to eliminate discrimination in any employment policy or practice. Remuneration, right to have annual leave and prohibition of discrimination are used as retention strategies to organizations.

However, despite these strategies, the rate of employee turnover has been increased.

Methodology of the Study

The study was conducted in Dar es salaam in five (5) tourist hotels, whereby a sample of 50 respondents were obtained through simple random sampling from various departments of the selected hotels as well as employees who have already quitted the job. Dar es Salaam was chosen as the study site due to its accessibility to the researcher and has several tourist hotels. The study was descriptive, which used qualitative methods. The study has used both primary and secondary data whereby interview and focus group discussion were used to collect primary

data and the secondary data were collected through different documentary reviews including the hotel journals and Employment and Labour Relations Act 2004.

Results, Findings and Discussion

The study sought to determine the drivers to employee turnover in Tourist Hotels. The drivers include: in adequate compensation package, strong racial segregation and biasness, long working hours and heavy work load, lack of opportunity for promotion, job stress due to lack of resources to perform a task and unclear job description.

The researched results were obtained from employees from different departments from five tourist hotels in Dar es Salaam. The results of the study revealed that, inadequate compensation package, long working hours and heavy work load, lack of opportunity for promotion and unclear procedures for promotion were identified to be the front factors influencing turnover.

Lack of opportunity and unclear procedures for promotion

Majority of the respondents revealed that, there is lack of clarity in procedures and opportunities for promotion. Most people whose right for promotion was denied are the ones who have quitted the job or having intention to leave the job. Hertzberg (1950) identified that the hygiene

factors produce dissatisfaction and are more related to working condition, salary and inadequate training. This is also clearly presented by Martin (1979) in his causal model of intent to leave. According to this model "low pay, few close friends, little formal and job related information, high centralization, routine work, low distributive justice and little promotional opportunity produce a decrease in job satisfaction which in turn increase intent to leave.

Inadequate compensation package

Inadequate compensation package formed another factor for employees to quit the tourist hotels. Majority of the respondents are not satisfied with the compensation package including; salaries, wages, medical benefits, leave allowances, bonuses and transportation support. This cause the majority of the hotel employees to quit their jobs and look for better working environment in other hotels and other institutions.

Long working hours and heavy work load

The study also explored findings on long working hours and heavy work load, which revealed that, the employees are working long hours and there is heavy work load. Therefore, long working hours and heavy work load contributes to employee turnover in tourist hotels.

Majority of the respondents agreed on job stress due to lack of resources to perform a task and unclear job description which has made the workers not to perform well their duties and having no morale to work in their respective positions which at the end contributes to the turnover.

On the other hand, poor communication system, inadequate supervision and low involvement of staff in decision making contribute to the turnover intention. This is supported by Tso-Jen Chen, Chi-Min Wu, (2017) in their study on "Improving the turnover intention of tourist hotel employees: Transformational leadership, leader-member exchange, and psychological contract breach", Statistic results revealed that transformational leadership behaviors influence LMX and LMX in turn influences psychological contract breach, which consequently leads to lower turnover intention. The results of the study suggest that hospitality organizations should recruit individuals who have the potential to exhibit transformational leadership skills, along with designing leadership training programs for middle- and high-level managers.

However, the absence of retention strategies including reward, access to financial assistance and loans, relation between staff and employees as well as opportunity for training were not

found to contribute to the employee turnover in tourist hotels.

## Conclusion and implication of the findings

The objective of this study was to examine the factors contributing to employee turnover in tourist hotels. On the basis of the findings discussed above, it can be concluded that organizational factors including inadequate compensation packages, lack of clarity for promotion, long working hours, lack of opportunity for promotion, job stress due to lack of resources to perform a job, poor methods of conflict resolution and poor human resource plan have been found to greatly contribute to employee turnover in tourist hotels. These factors are supported by Martin (1979) in his causal model of intent to leave when investigating employees' intention to stay or to leave an organization.

The management must understand that employees must be treated as the most liquid assets of the organization which would make the organization to withstand the waves of globalization. This asset needs to be monitored with due care. Management should also compensate employees adequately. And in addition, they should give employees incentives like individual bonus, lump sum bonus, training and development and other benefits. If these are put in place, employee turnover will be minimized.

The study also provides a good guidance to tourism sector to put in place more effective means of minimizing the problems of turnover as it is important that employers have to understand their rate of employee turnover and how they affect the organization's performance and ability to achieve their strategic goals.

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# EFFORTS OF TANZANIA GOVERNMENT IN PROMOTING LOCAL PEOPLE PARTICIPATION IN DOMESTIC TOURISM

**National College of Tourism**
**Mr. Jafari Anania Mwemtsi (PhD Student – Open University of Tanzania)**
**Email: jafariananiamwemtsi@yahoo.com**
**Mobile: +255713436954/0788866996**

**ABSTRACT**

Developing countries have already realized the potential positive economic impacts of domestic tourism and have taken some steps towards developing and implementing several strategies on domestic tourism. However, in Tanzania strategies have been poorly developed and minimally implemented. To obtain a clear picture on Tanzania's domestic tourism performance, a study was undertaken to assess efforts made by Tanzania government on promoting local people participation in domestic tourism. Specifically, a study examines factors hindering local people participation in domestic tourism, to ascertain other initiatives that Tanzania government could implement to foster the participation of local people in domestic tourism and to identify the ways of domestic tourism in Tanzania can be easily interpreted and recorded. The survey was conducted at MNRT, TTB and TANAPA, and other micro tourism data were obtained from tourism policies and various research studies. Key recommendation from the study found that, the government should continue improving tourism environment and enhancing awareness to local people on importance of participating in domestic tourism

The results showed that there is a need of collaborative and participatory marketing approach to promote local people participation in domestic tourism and to carry out thoroughly a national survey on the status of domestic tourism and to open tourist data collection centers such as bus terminals and ferry stations. Basing on these outcomes and findings, the study concluded that, there is a necessity of Tanzania government to allocate sufficient and reasonable budget, which significantly could enable to address all identified findings and recommendations.

**Keywords**: *Government efforts, local people participation, Domestic tourism.*

**Introduction**

The promotion of domestic tourism among local people is of great significance in encouraging them to visit the tourist attractions within their own country as well as enhancing the formation and maintenance of a national identity through the viewing of national heritage sites and promotion of cultural understanding, cohesion of goodwill within the country (Mena 2004). Also it helps in establishing a united sense of national pride in the country's unique endowment of natural resources, thereby bridging conflicts among tribes and other neighbors. Furthermore, income from domestic tourists is needed to increase the revenue base of conservation agencies. These agencies play a vital role in Tanzanian's overall economy as they have contributed an estimation of about 17.2% of the country's total GDP from 2016 to 2017 (MNRT report,2018)

One of the global challenges facing domestic tourism is the way it is promoted and marketed, there is a need for going beyond marketing mere components and products of tourism or rather selling the sites and begin focusing on offering the best experiences to tourists. In addition, there is a need for developing a good marketing strategy that should talk directly to its target niches (Basera V (2018). The number of domestic tourists in Tanzania is significantly lower than those of international tourists in most

of the tourist destinations. Basing on the statistical analysis released by the Tourism Statistics Bulletin (2017), in 2016 the number of residents participated in domestic tourism was 766,092 while in 2017 the number was 735,739 a decrease of about 30,353 tourists. This shows that there is a need for more efforts on promoting domestic tourism. In this regard, the study assessed the efforts made by the Government of Tanzania in promoting local people participation in domestic tourism.

Bakare, (2011) and Mungai (2011) revealed that domestic tourism in Africa has challenges ranging from the lack of tourism awareness to insufficient use of media like radio or TV for promotional purposes. Nevertheless, Rogerson and Lisa (2005) highlighted that in Africa, domestic tourism initiatives have been slower in terms of growth. Countries like South Africa, Nigeria and Kenya are also seeking to improve domestic tourism. Also the Economic Outlook, (2012) reported that the other reasons as to why African youths, in particular, are not engaging themselves in domestic tourism include unemployment and an increase in illiteracy rate. Similarly, Barrar (2010) of Latin America also Stone & Nyaupane (2017) of Botswana, pointed out that the domestic tourists are low in number due to the negative cultural attitudes towards travels as well as limited studies on domestic tourism in their areas in general.

In Tanzania studies have been conducted on domestic tourism in relation to promotion of domestic tourism, Melubo (2019); Mkwizu (2018); Mariki et al., (2011); Anderson (2015); Jani (2016); Sing'ambi & Lwoga (2017), and Batinoluho, (2017). Regional wise, the East African Countries established the EA Community Tourism Development Strategy (2018) and Tanzania Tourist Board established Domestic Tourism Marketing Strategy, (2018) for the purpose of emphasizing the promotion of domestic tourism. However, the development of such strategies minimally contributed to an increase in domestic tourists in the country. This shows that still there is a need for conducting further researches aimed at assessing the efforts made by the Tanzanian government in promoting local people participation in domestic tourism.

The efforts made to promote domestic tourists have been done in many countries. For example in China, measures to stimulate domestic tourism, were started with "targeted promotion campaigns" an immediate response was to increase the promotional budgets of the national tourism administration and launch special campaigns to target the domestic tourism. The campaigns were intended to encourage local people to take their holidays at home by creating travel packages that bundle popular destinations within a region or province, China CCTV and other state media provided a relatively inexpensive channel for promoting multiple domestic tourism events, combining public and private resources to improve the potential for reaching multiple audiences. (UWTO report,2009)

In Australia campaign was to encourage workers to use their leave for holidays within the country. In Portugal, a coordinated domestic packaging effort was launched alongside a comprehensive advertising campaign and the development of a dedicated website where private partners could offer special packages and discounts for domestic travelers. Thailand also took similar initiatives by allocating funds that could cover travelling costs for up to 2,000 youths picked from each of the country's provinces to travel throughout the country. (UWTO report,2009)

Beside those countries, in 2009 China developed a website to promote domestic tourism and to define any temporary financial benefits of traveling domestically. Moreover, China has started to reduce or eliminate specific taxes on travel-related activities, temporary financial incentives, such as lowering or eliminating airport taxes on domestic flights, accommodation taxes for Chinese travelers, tiered entrance fees at parks and cultural sites, and lowering toll road charges. Egypt (2007) Australia, (2007) and China (2009) have introduced tax reductions and suspensions of

fees in tourism and related areas including take-off and landing fees for airline operators, encouraging greater flexibility in spreading out vacation time and promoting year-round travel and reduce the seasonal fluctuations and encouraging greater flexibility in travel timing policies, (UWTO,2010).

Despite these past initiatives, local people participation in domestic tourism has not been enhanced well in Tanzania. Anderson (2017), highlighted that low levels of domestic visitors to tourist attractions is partly caused by stakeholders including government's concentration on foreign tourists. Similarly, Dr.Hamsi Kigwangalla, the Minister of Natural Resources and Tourism as he was addressing the Ministry Staff Council conducted in Mwanza (ITV report, March,2019). He said in 2016/2017of the number of tourists who visited different tourist attractions found in Tanzania, 735,739 were residents and 591,404 were international tourists, which is far less compared to 2,025,206 tourists who visited various tourist attractions in Kenya. He said these gains of the sector in Kenya were a result of coordinated efforts between various arms of government, whom the tourism sector has engaged, as well as the concerted efforts in marketing Kenya as a destination of choice. In the same meaning, more effort is required in promoting tourism in the country particularly domestic tourism.

In order to understand why domestic tourism has not picked up, it is vital now to assess first the efforts made by Tanzania government in promoting local people participation in domestic tourism, therefore, the study investigates factors hindering the local people participation in domestic tourism, propose the initiatives that Tanzania could implement to foster the participation of natives in domestic tourism and to identify the ways of domestic tourism in Tanzania can be easily interpreted and recorded.

Statement of the research problem

In efforts to boost domestic tourism, the Tanzanian government and stakeholders have worked out a variety of programmes that encourage and facilitate the local people to participate in domestic tourism. Some of the initiatives include:

A 6 months' domestic tourism promotion campaign launched by TTB and TANAPA in 2015, Distribution of promotion materials, organizing various tourism exhibitions like Karibu Fair, Sabasaba Trade Fair, Swahili Tourism International Expo S!TE, Kimondo Fair, Karibu Kusini Tourism Fair, MICE exhibition shows and developing a Domestic Tourism Strategy. The Ministry of Natural Resources and Tourism (MNRT) is implementing the REGROW project(2017) which is aimed at strengthening the management of protected areas and promote nature-based

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tourism in Southern Tanzania. Also the ministry has lowered the entrance fee for local people visiting tourist attractions, launched the Urithi festival domestic tourism promotion campaign in September 2018 and reviewing the National Tourism policy. Similarly, a local company Jovago has been launched and an online campaign dubbed 'Tanzania Yetu" to encourage local residents to visit attraction sites in the country (Odunga,2016).

Furthermore, pronouncements such as 'Unforgettable Tanzania', 'Twende Tukatalii' (let's go to experience) 'Urithi wetu, Fahari yetu' (our heritage, our pride), 'Utalii Uanze na Mtanzania Mwenyewe' (tourism begins with citizen).Conversely, in 2018, the Tanzania Broadcasting Corporation (TBC) launched the Tanzania Safari Channel to enhance tourism.

However, the approaches boosted little significantly the participation of the local people in domestic tourism in the country. Despite these ongoing initiatives, domestic tourism has not accelerated in Tanzania. For example, 735,739 residents visited different tourist attractions in 2016/2017 (MNRT,2019). In addressing this gap, this study now examines particularly the efforts made by Tanzania government to promote local people participation in domestic tourism. Specifically, the study examines factors hindering local people participation in domestic tourism, propose other initiatives that Tanzania

government could implement to foster the participation of local people in domestic tourism and to identify the ways of domestic tourism in Tanzania can be easily interpreted and recorded.

Literature Review

Theoretical Framework

This section presents the theoretical anchorage of the study. It specifically discusses one theory that guides this study. The Rostow's theory of growth and development outlines the various stages that are involved in developing tourism projects(Winton,1954). The theory suggests that there is an effort the country that needs to be overcome before self-sustained development can take place. It also includes built up infrastructure network, improved organizations and development of tourism.

Therefore, the application of this theory shows the sequential process for domestic tourism development in any country. The theory stated in this development process help in the provision of infrastructure to the local people, and social amenities to the tourist sites and the environments as well as empowering local communities with good roads, communication network to create tourism awareness, bank loans, accommodation facilities, tourism commute vans, holiday taxes for local tourists, security, holiday incentives and lowering entry prices to attraction sites.

In effort to promote local people participation in domestic tourism in Tanzania, TTB as a government organ for promotion of tourism industry, in 2016 consulted a number of tourism stakeholders in the process of preparing the domestic tourism strategy plan whereby various recommendations were viewed out such as inquiring TTB to continue to making more and frequent consultations, open tourist information centres in each region for the current three are not enough, improve its manpower (quality and quantity of the staff),conduct more research on tourism particularly domestic tourism, increase market strategies segment, focus on effective and productive campaigns to promote domestic tourism and collaborate with other institutions important in stirring up the grow of domestic tourism such as the National College of Tourism, Immigration, Police, Customs departments and Local Government Authorities (Domestic Tourism Marketing Strategy2018).

However, the TTB has made few efforts to implement the above mentioned insights recommended by stakeholders. The following are the few areas which have been implemented so far; TTB and TANAPA in 2013 and 2015 respectively took initiatives to promote domestic tourism by launching a 6 months domestic tourism promotion campaign by distributing promotion materials progressively and organizing various tourism exhibitions like Karibu Fair, Sabasaba Trade Fair, Swahili

Tourism International Expo S!TE, Kimondo Fair, Karibu Kusini Tourism Fair, MICE exhibition shows and developed a Domestic Tourism Strategy which still in place. The Ministry of Natural Resources and Tourism (MNRT)is implementing the REGROW project(2017) which is aimed at strengthening the management of protected areas and promote nature-based tourism in Southern Tanzania. Also the ministry has lowered the entrance fee for local people visiting tourist attractions, launched the Urithi festival domestic tourism promotion campaign in September 2018 and reviewing the National Tourism policy. Similarly, a local company Jovago has been launched and an online campaign dubbed 'Tanzania Yetu" to encourage local residents to visit attraction sites in the country (Odunga 2016). However, the approaches boosted little significantly the participation of the local people in domestic tourism in the country.

Despite the discussed efforts made by the government, the number of local people participation in domestic tourism remains relatively low. The reason behind this phenomenon has been commented by numerous scholars including Anderson (2017), who comments that 'low levels of domestic visitors to tourist attractions are partly caused by stakeholders including government concentration on foreign tourist'. Other scholars have also mentioned inadequate promotion as

one of the factors affecting domestic tourism in Tanzania (Mariki, Hassan, Maganga, Modest & Salehi, 2011; Macha, et al., 2014. In light of the foregone discussion, the study aimed to examine the efforts made by Tanzania government in promoting local people participation in domestic tourism.

## Conceptual framework

Based on this research framework, this study is accomplishing the objective of examines the efforts made by Tanzania government to promote local people participation in domestic tourism. Specifically, to examines factors hindering local people participation in domestic tourism and to intend other initiatives that Tanzania could implement to foster the participation of local people in domestic tourism as well as to identify the ways of domestic tourism in Tanzania can be easily interpreted and recorded.

Independent variables        Intervening variables        Dependable variables
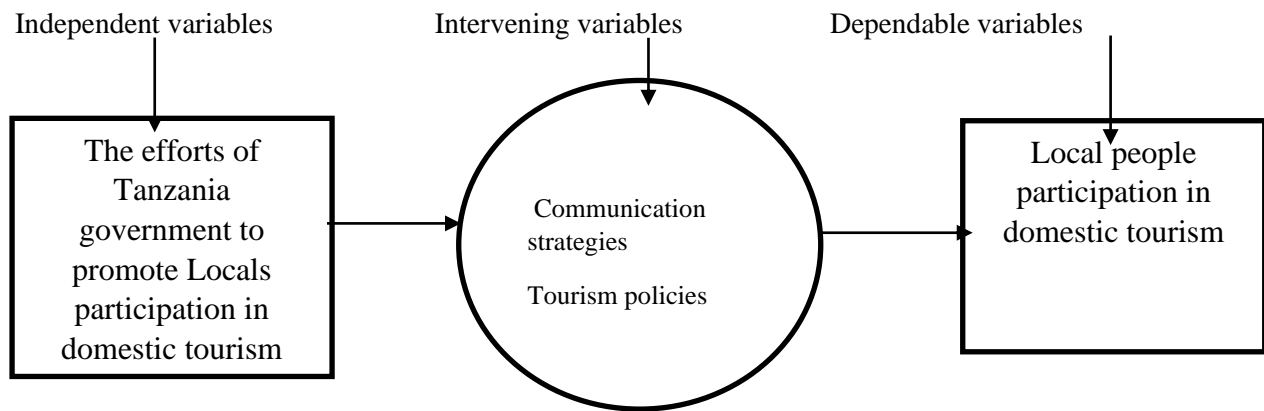


Study of efforts made by the Tanzania government to promote local people participation in domestic tourism was been described in the following conceptual framework shown above. It is relatively evident that the domestic tourism in Tanzania requires more efforts to promote local people to participate in domestic tourism. This means that the government should provide assistance and ways for the local people to get involved. In the same course, the independent variable was Tanzania government efforts while local people participation was the dependent variable and intervening variables were communication strategies and Tanzania Tourism policies.

## Methodology

The study area was in the Ministry of Natural Resources and Tourism (MNRT), Tanzania Tourist Board (TTB) and Tanzania National

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Parks (TANAPA). This study used qualitative method for data collection. Qualitative studies allow researcher to explore behavior, perspectives, feelings, and experiences in depth (Blaxter, Hughes, & Tight (2006) which was deemed to have the potential to benefit the study. A focus study approach was adopted as a data collection procedure. Survey structured questionnaires for interviews are the instrument, which were applied in this study to capture data from sampled area.

The researcher also examined tourism data from the records of the TTB, MNRT and TANAPA from 2014-2017, tourism policies and various tourism research studies. Then the interviews were conducted with key government officials of the Ministry of Natural Resources and Tourism, Tanzania Tourist Board and Tanzania National Parks.  Six participants were selected overall using an expert sampling technique. This type of purposive sampling technique is used where there is a need for gaining knowledge from individuals that have particular expertise (Teddlie,  & Yu (2007). The researcher used thematic analysis to analyse the data.

Findings

Qualitative data analysis was done to test interview research questions and data obtained from the respondents through interviews. Data was edited, coded and categorized before analysis and interpretation of the result was done

in relation to the objectives and research questions formulated. From the findings, the correspondents revealed that domestic tourism in Tanzania the demand is still low because, there is unrealistic records of domestic tourists' statistics. The statistics available currently are based only from the records obtained in tourist attractions and unrealistic data-one tourist can be counted more than one entry point. The respondents recommended that, the government through Ministry of Natural Resources and Tourism, could significantly take initiatives to irradiate this gap

Furthermore, research findings highlighted that lack of travelling culture (locals do not find joy and thrill in travelling to attraction sites, poor financial conditions (lack of sufficient disposable income), and lack of sufficient and accurate information about attraction sites are primary factors preventing local people. This was supported by Okello et al. (2012) and Sindiga (1996) have argued that lack of disposable income is a single most important bottleneck to engage in tourism activities to most rural African community. Noting that domestic tourism is a most realistic and genuine strategy to facilitate equitable involvement of citizens in the tourism industry (Okello et al., 2012; Scheyvens, 2007; Sindiga, 1996), respondents in this study. Similar to Stone and Nyaupane'(2019) study in Botswana, have

found that socio-economic cultural influence locals participation in domestic tourism

Discussion

Further interviewees revealed that local people are always participating in domestic tourism. Their participation is in the macro/micro, native, small scale, national, local and ethnic conceptualisation though without their knowledge much of the time. This conceptualisation let decision makers to reconsider local people's values and contribution both as hosts and tourists in search of sustainable domestic tourism development in the country. This was supported by Korstanje (2015) who said that, the value of domestic tourism rests in the reality of the indigenous people's ways of life and other stakeholders acknowledging the value of such in the preservation of tourism resources. Therefore, the implication of this concept is for the government of Tanzania as a tourism policy makers and destination developers to carry out a critical national survey on the status of domestic tourism.

Other interviewees argued that the numbers of domestic tourists are still low because of unfortunate marketing activities being done to attract tourists to the destinations. The government and stakeholders should promote local people to participate by creating awareness about the importance of domestic tourism

activities. They pointed out that tourism marketing creates awareness, stimulates natives to travel and visit the tourist attractions.

Tourism promotion creates awareness to the domestic tourists so that they know what is being offered and where to find it. This observation resonates with Moseley's et al. (2015) who revealed that tourism promotion involves the tasks of creating awareness to the domestic tourists, identifying and choosing the target segments in where the actual and potential customers are living and desires to purchase the product. The findings are also correlate with George's (2006) who pinpointed that tourism promotion involves finding out what tourist want and developing suitable offering, telling them what is available and providing instructions as to where they can buy the offerings. so that they in turn receive and tourism organization make money.

Many of these findings are consistent with the stake holder's ideas reported in 2017 during TTB stockholders `meeting. They argued that, TTB should continue to make more and frequent consultations, open tourist information centers in each region contrary to the current three, improve its manpower, conduct more research on tourism particularly domestic tourism, increase market strategies segment, focus on effective and productive campaigns to promote domestic tourism and work/collaborate with

necessary institutions to grow the domestic tourism such as National College of Tourism, Immigration, Police, Customs departments and Local Government Authorities. However, TTB have implemented very little.

In the light of this, Tanzania Tourist Board must direct players in tourism industry to come up with packages affordable to local people in order to participate in domestic tourism. This had been suggested by Basera (2018) and supported by Moseley et al. (2015) who pinpointed that such packages would enable local people to visit tourist attractions sites. TTB must invest in creating a local positive image in way that will fight competition with other destinations in the country as Crompton and Christie (2003) argued that positive local image of a destination will enable domestic tourists to use it as basis to make decision to travel to their preferred destination. In this regard all tourism stack holders in Tanzania need to create a positive image of the destination to the domestic tourists.

Lastly, other respondents remarked that, the government should develop a website to promote domestic tourism, reduce or eliminate specific taxes on travel-related activities, impose temporary financial incentives, such as lowering or eliminating airport taxes on domestic flights, accommodation taxes for local people travelers, lowering entrance fees at parks and cultural sites, lowering toll road charges and provide safety and security measures. These findings resonated the initiatives assumed by various countries such as Egypt (2007) Australia (2007) and China (2009) and UWTO (2010) which suggested that in order for local people to participate in domestic tourism in their countries, there should be tax reductions and suspensions in fees for tourism and related areas, take-off and landing fees should be reduced as well by the airline operators, encouraging greater flexibility in spreading out vacation time and promoting year-round travel and reduce the seasonal fluctuations.

**Table 1:**
Annual Trends of Domestic Visitors from tourist attraction sites 2014-2017

| S/N | Site | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|
| 1 | Arusha park | 38,337 | 31,089 | 33,463 | 33,885 |
| 2 | Gombe park | 970 | 895 | 958 | 968 |
| 3 | Katavi | 2,826 | 2,445 | 3,066 | 1,910 |
| 4 | Kilimanjaro | 3,302 | 3,328 | 3,508 | 2,731 |
| 5 | Kitulo | 577 | 592 | 311 | 432 |
| 6 | Lake Manyara | 65,543 | 62,287 | 57,855 | 56,082 |
| 7 | Mahale | 141 | 171 | 166 | 151 |
| 8 | Mikumi | 30,700 | 35,311 | 38,003 | 34,413 |
| 9 | Mkomazi | 1,227 | 1,905 | 1,482 | 1,700 |
| 10 | Ruaha | 8,606 | 7,403 | 12,958 | 12,161 |
| 11 | Rubondo | 662 | 501 | 739 | 421 |
| 12 | Saadani | 15,685 | 19,854 | 18,722 | 18,603 |
| 13 | Saanane | 10,685 | 13,132 | 11,102 | 10,088 |
| 14 | Serengeti | 217,756 | 204,998 | 174,047 | 152,216 |
| 15 | Tarangire | 55,096 | 58,585 | 78,573 | 77,101 |
| 16 | Udzungwa | 6,159 | 6,310 | 5,557 | 5,268 |
| 17 | Selous Game reserve | - | - | 270 | 6,142 |
| 18 | Museum centres | - | - |  | 66,100 |
| 18 | Antiquity sites | - | 65,256 | 59,467 | 59,396 |
| 19 | Ngorongoro Conservation | 278,221 | 278,922 | 265,845 | 249,428 |
| TOTAL |  | 736,493 | 792,984 | 766,092 | 735,739 |

Source:MNRT, (2019)

In 2014 the numbers of domestic tourists were 736,493 and in 2015 were 792,984, there were an increase of 56,491 (56.5%). However, in 2016 domestic tourists were 766,092 and in 2017 domestic tourists were 735,739, there were decrease of 30,353 (30.4%). From this data analysis, the results of study imply that, participation of local people in domestic tourism in Tanzania still low. It requires more efforts to leverage in tourism industry. In this regard, the study now examines the efforts made by Tanzania government to promote local people participation in domestic tourism.

In line with this purpose, two Senior Tourism Officers from Ministry of Natural Resources and Tourism were interviewed. The selection of Senior Offers was made for two reasons: the greater experience they would have gained in the sector; and since they are seniors they would have obtained deeper insights about how the government efforts have been made to promote Tanzanians to participate in domestic tourism compared to other staff. Similarly, two Senior Marketing Managers from TTB were also interviewed just to get the insights about the factors which hinders local people to participate in domestic tourism and recognize the initiatives that Tanzania government could take to motivate local people also to identify the ways of domestic tourism in Tanzania can be easily interpreted. Furthermore, one Director of Tourism and Senior Conservator from TANAPA

were interviewed for the purpose of getting comprehension about how government through TANAPA have contributed to promote local people participate in domestic in Tanzania National parks and to suggest the initiatives which can be taken to lighten the gap

## Conclusion

The results of the study showed that the government of Tanzania has made relatively minimal efforts in promoting local people participation in domestic tourism. For example, Domestic Tourism Marketing Strategy Plan which is a tool to promote local people participation in domestic tourism is not in use update. Again the budget allocated for TTB to promote tourism has not been sufficient enough to meet the level of requirements and sometimes unrealistic. The findings are also agreeing with Anderson (2015) who pinpointed that low levels of domestic visitors to tourist attractions is partly caused by stakeholders including government. Nevertheless, promotion has been embraced by the government tourism providers although they are biased towards international promotion than domestic market. The tourism service providers are using various promotion strategies to reach the Tanzanian tourist market but there is a need for increasing coverage that will enable domestic tourists to know the destinations that they can visit across the country. This study had also recognized that the progress of domestic

tourism is being affected by the unreliability of national survey on domestic tourism statistical records that relays on tourist attraction sites only. All over again this study revealed that there is a little collaborative and participatory approach to promote local people participation in domestic tourism in Tanzania, this was supported by Domestic Tourism Marketing Strategy plan (2018)

Recommendations

Based on the outcomes of the study, the following recommendations have been made. The study recommends that there is a need to Tanzania government by the Ministry of Natural Resources and Tourism to carry out a national survey on the status of domestic tourism and to open tourist data collection centers such as bus terminals and ferry stations where many Tanzanians travel from one region/district to other regions. For example, during Christmas and New Year holidays, many Tanzanians travel back to Kilimanjaro region just to celebrate with their home relatives. This could be one of the domestic tourism that would help to inform policy makers at the national level as well as at the country level on the current status of domestic tourism and how to move the industry forward.

Furthermore, there is need a collaborative and participatory approach to domestic tourism marketing. TTB, TANAPA, MNRT, TAWA, National Museums & House of Cultures, TFS and NCAA need to collaborate and forming marketing strategies that can feature the local people participation in domestic tourism. The marketing strategies can only be achieved if the operators would adjust their services and customize their products to appeal to Tanzanians. Also focusing on domestic tourists during off seasons should be encouraged. Moreover, respondents indicated that funds allocated to promote tourism in Tanzania is insufficient, therefore there is a need for increasing the budget allocated, which should be realistic and likely to be implemented.

The study also suggests that further studies need to be carried out to examine the efforts made by the country at large in promoting local people participation in domestic tourism in Tanzania despite focusing on the government only.

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# EXPLORATION OF MARINE TOURISM IN COASTAL REGION:
# A CASE OF BAGAMOYO

Eunice N. Ulomi, Cathbert N. Mero and Farida Sebastian
National College of Tourism
PO Box 9181 Dar es Salaam
Corespondent contact: +255 787 294 363
Email: eunice.nderingoulomi@nct.ac.tz: eulomi@yahoo.com

**ABSTRACT:**

Exploration of Marine Tourism on the coast of Bagamoyo in Tanzania, the topic has been selected to identify marine tourism activities, assess the contribution of marine tourism on social services and to determine on how it improves the household income.

The study enunciated the coast area of Bagamoyo as the recommended guiding area for development and promotion of the natural and cultural tourism products including marine tourism in Tanzania. It has also presumed ensuring tourism activities benefit the host community; and the visitors' experience is worthwhile.

This study was designed to use qualitative approach. Sixty-three (63) respondents were purposively selected from tourist attractions. Seven villages were also chosen purposively along the coastal belt of Bagamoyo where marine tourism information could be obtained easily. Four (4) methods applied: Observations; Interview; FGD and questionnaires. In the growing literature on this matter, marine tourism activities have also been defined as an income-generating activity. It is based on the mobilization of locally available resources through participation of the community. The results showed that the contribution of marine tourism to Household income is low as it was revealed by 70.5% of the respondents. The study recommended the local communities to be educated about available marine resources and how to accrue its benefits and again there is a need of enhancing diversification of tourism products in order to encourage people to participate in Marine Activities

**KEYWORDS:  Exploration; Marine Tourism; Bagamoyo**.

## 1.0 Introduction

Tanzania is a country in Eastern Africa which has a population of 55 million people and its main economic activities depends highly on agriculture, mining and tourism sector. Being one of the economic activities, tourism is mainly based on wildlife, marine, cultural and conference tourism. The coastal area of Tanzania is among the tourism attractions where fishing activities have been practiced. This study intends to explore the marine tourism activities in coastal area of Bagamoyo and their contribution to community around.

### 1.1  Background

Tourism is one of the largest global industries and has contributed to the socio-economic growth of many countries especially countries whereby tourism is the foundation of its economy. According to Tanzania's National Five Year Development Plan for 2016/17 – 2020/21, the tourism sector share of the country's GDP estimated to be 18.3% by 2020, with a real growth rate of 6.2%. Despite the fact that tourism industry is a vehicle for promoting cultural exchange that enhances international understanding and goodwill among the diverse peoples of the world; it is also a catalyst for enhancing many country destination employment opportunities, foreign exchange and infrastructural facilities. Tourism is currently one of the leading economic sectors in Tanzania

and has unlimited potential to contribute even more to the development of the country. Blessed with unique natural and cultural attractions, Tanzania is well placed to become a leader of tourism in the region.

According to Anderson and Honey (2014), Tanzania ranks as a second in the world for its natural resources; is a home to 22 national parks, 33 game reserves, 44 game controlled areas, one conservation area and two marine parks. Moreover, it has been reported that Tanzania is the only country in the world which has allocated more than twenty five percent of its total area to wildlife national parks and protected area. It is richest with beauty flora and fauna, Mount Kilimanjaro with 5,895 meter (19,341 ft) above the sea level; and white sand beaches for recreation.

The total contribution of Travel and Tourism to GDP is estimated at 17. 2%; through the cooperation of TTB and other tourism stakeholders, the sector has contributed significantly to the country's GDP where a number of sectors have developed significantly as a result of development of tourism sector and its subsectors where it is expecting to flourish other sectors like agriculture, infrastructure and fishing due to the huge earnings (Corporate Strategic Plan - 2017/18 to 2021/22 TTB)

According to (WWF 2016) shows that, wildlife is the main tourism activity in Tanzania

followed by beach and conference. The dominance of wildlife activities over beaches is largely attributed to lack of specific plans and programs for developing the beach areas for sporting and recreation activities. By referring to the said arguments, this study has an intention to explore the marine tourism activities on Coastal area of Bagamoyo in Tanzania and their contribution to the community around because marine activity is one of the tourism activities practiced in Tanzania which has also attracted a big number of tourists' visit.

According to World Travel and Tourism Council (WTTC,2002), total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry reached 10.3% of total employment (1,151,000 jobs) in 2015. As the result of increased number of tourist's arrivals and investments, a number of employment opportunities have been created from tourism sector and other subsectors which depend on the sector for operation and its development. (Corporate Strategic Plan - 2017/18 to 2021/22 TTB)

## 1.2  Problem statement

The coast of Tanzania is home to many excellent natural and cultural resources that have the potential to serve as world-class tourist attractions. However, this potential has gone unrealized. Bagamoyo is an historical town founded at the end of the 18th Century along the East African Coast of the Indian Ocean (1999). Different tourism activities are practiced within the area, though marine tourism contribution is not well known or documented. Despite of the flow of tourists in the coastal belt of Bagamoyo, the economic impact of marine tourism within the area is not discovered. Therefore this study intends to explore marine tourism activities at Bagamoyo.

## 1.3  Research Objectives

The objective of the study is to explore the Marine activities conducted in Bagamoyo.

**Specifically, the study** aims at: i) identify the marine tourism activities in Bagamoyo, ii) assess the benefits that accrue from marine tourism in Bagamoyo, iii) determine the contribution of marine tourism on improving the household income (employment, self-employment, establishment of curio shops, food venders, porters, guides, etc) and iv) identify marine tourism activities in Bagamoyo.

## 1.4  **Significance of the study**.

The study will explore the potentiality of the area and create awareness on economic value of communities around; it will also be used by policy makers in improving and setting marine tourism policies in the country.

Moreover, the study will also help on the allocation of national resources, collecting information on economic and social structure of

the country such as what is happening in economy and what changes are taking place across the tourism sector.

## 2.0    LITERATURE REVIEW

### 2.1   Definitions of key terms

### 2.1.1    Tourism

Tourism comprises the activities of a person travelling to and staying in a place outside their usual environment for not more than one consecutive year for leisure, business and other purpose not related to the exercise of activities remunerated from within the place visited (WTO, 2000).

### 2.1.2    Marine tourism

According to (Orams 1999), defines   marine tourism  as  including  'those  recreational activities that involve travel away from one's place of residence and which have as their host or focus the marine environment.

### 2.1.3   Availability   of   Marine   tourism Activities

Marine tourism now extends beyond beach activities to a wide spectrum of activities, such as scuba-diving and snorkeling, windsurfing, jet skiing, fishing, sea kayaking, visits to fishing villages, marine parks and aquaria, sailing and motor yachting, maritime events and races, and the cruise ship industry, among others (Luck,

2007a). Tourist activities are considered Coastal tourism activities when they are based on or utilize coastal or marine resources, either natural or man-made, or located within the coastal strip. Coastal and marine space is "home" to a constantly growing number of human activities and facilities, the most important of which are those related to coastal and marine tourism. Marilena Papageorgiou (2016)

### 2.2  Theoretical review

**This study used development stage theory and Rostaw's five stages of economic growth model.**

2.2.1    **Development Stage Theory**

The development of tourism follows unilinear path; Marine **Tourism** like any other tourism business, it assumes certain set stages of tourism development.

The basis of this theory lies in **Rostow's five stages of economic growth model;** the traditional society; the preconditions to take off; take off; drive to maturity, and age of high mass consumption. These five stages have been associated with the evolution of tourism Batta, *R. (2000).*

### 2.2.2 Empirical Studies

Mark Edison Raquino, Marivic Pajaro, Paul Watts, (2015) conducted a study on *Integrating marine biodiversity through Philippine local development plans*.

The purpose of the study was to highlight how data from marine protected area (MPA) surveys could be used to facilitate the development of systematic approaches to monitoring biodiversity within local government development plans and across marine bioregions.

The study focused on coastal Barangays of the Municipality of San Luis, Aurora Philippines. A Participatory Coastal Resource Assessment (PCRA) was conducted to gather information on corals and reef fishery resources. Resultant Simpson's biodiversity indices were calculated and compared to other MPA sites. Linkages to enhanced marine curriculum in a San Luis high school were evaluated by utilizing cultural consensus theory (CCT) on previously reported local student perception surveys as a further effort on defining pathways for localized transformation.

The study findings revealed that, San Luis MPA biodiversity indices ranged from 0.56-0.8 on a scale of 0-1 which demonstrates how local monitoring can be connected to resource assessment through biodiversity considerations and in developing local plans for site improvement linked to local economies.

Results are used to demonstrate the potential for further development of an integrated approach to biodiversity monitoring across and between bioregions as a step forward in strengthening

science for MPAs and biodiversity conservation for the Philippines

## RESEARCH METHODOLOGY

### Description of the study area

Bagamoyo is a town founded at the end of the 18th century, though it is an extension of a much older settlement, Kaole. Bagamoyo is among the 6 districts of Coastal region of Tanzania. It is bordered to the North by Tanga and to the West by Morogoro Region. The East is bordered by the Indian Ocean and to the South by Kibaha District. The district capital is at Bagamoyo town.

The town was one of the most important trading ports along the East African coast of the Indian Ocean. According to NBS census of 2012 Bagamoyo district has about 311,740 inhabitants. The town lies 75 kilometers North of Dar es Salaam. The main economic activities of the people in this area include fishing, agriculture, marine culture (prawn farming), livestock keeping, sea salt production, trade and tourism. (Population Census Report.2002)

The factors which led to choice Bagamoyo as an area for study include availability of a wide range of tourism attractions in the area, diversification of activities and abundant recreational sites, tourist hotels and restaurants. It is a coastal area surrounded by very attractive

white sandy beaches on Indian Ocean, mangroves swamps and coral reefs. In addition, it is a marine recreational area with a diversity of activities including sport fishing; scuba diving, deep sea fishing, sailing boat, lagoons and the offshore inlets.

**MAP OF BAGAMOYO DISTRICT**



*Figure 1 source from Expert Africa 2014*

*Study design*

Kothari (2004) defined study design as conceptual structure within which the research is conducted; it constitutes the blue print for the collection, measurement and analysis of data. The study is expected to use descriptive cross-sectional research design, Kothari (2004) defined descriptive research design as being concerned with describing the characteristics of a particular individual, or of a group whereby it determines the frequency with which something occur or its association with something else. Under this study there will be concrete description of phenomenon which will show the activities of marine tourism in the area.

## Sampling procedures/technique

Magigi (2015) defined the Sampling as the process in which study population is represented from the larger population. The sample size for the study will be obtained by simple random sampling obtained from sample frame.

## Sample size

The study population involved 63 respondents taken from the seven (7) villages along coastal belt of Bagamoyo where marine information could be obtained from hotel stakeholders, restaurants curio shops and other attractions, fishermen, government officials, food venders as well as other tourism related business owners.

## Research Tools

Questionnaires

Questionnaires were used to administer the individuals in order to collect the required quantitative data from the potential participants.

Focus Group Discussions

FGD with 8 to 10 participants were formed to both fishermen and food venders along the coastal area of Bagamoyo to obtain qualitative data which used to enrich the quantitative information collected from the study participants.

Focus group discussion with fishermen at Bagamoyo Town

*Figure 2 Photo source from researchers study visits at Bagamoyo*

In depth Interview.

Interviews were also conducted to the key informants Government officials, Hotels and other tourism related business owners, workers as well as tourists.

Observations

The researchers paid visits to the site to observe the number of marine activities conducted within the area. Observation checklists were used to collect the information for the study.

*Figure 3: Photo source from researchers study visits at Bagamoyo*

## DATA ANALYSIS

### Data Management and analysis

The raw data collected from the study were cleaned, and coded as appropriate for use with a statistical analysis package SPSS.

Respondents' perceptions were analyzed based on the criteria set aside by researchers. The average scale for each criterion calculated based on participants' responses along the likert Scale to produce a numerical measure based on the fact that each criterion are given the same weight in analysis.

### Findings

Majority of the respondents are aware of Marine Tourism Activities; however Marine tourism activities at Bagamoyo have little benefits to the community around. There is less contribution of marine tourism to the house hold income.

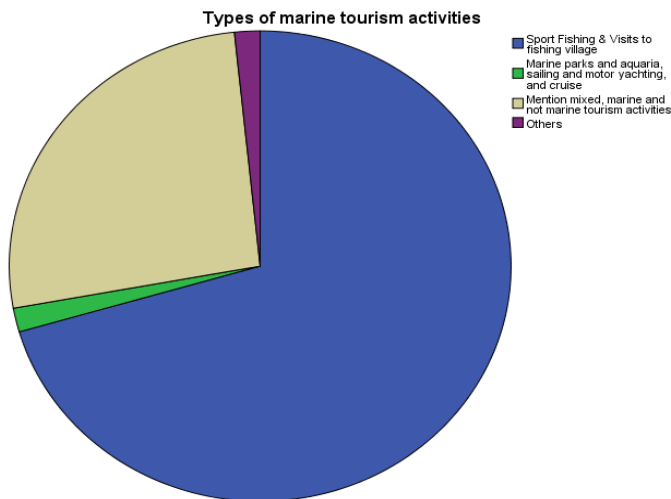Availability of Marine Tourism Activities is released however there is no proper department or Tourism Officer who could overseer the tourism activities and whether the contribution accrue from tourism activities go to the right channel to support the household.

**Community Awareness of Marine Tourism**

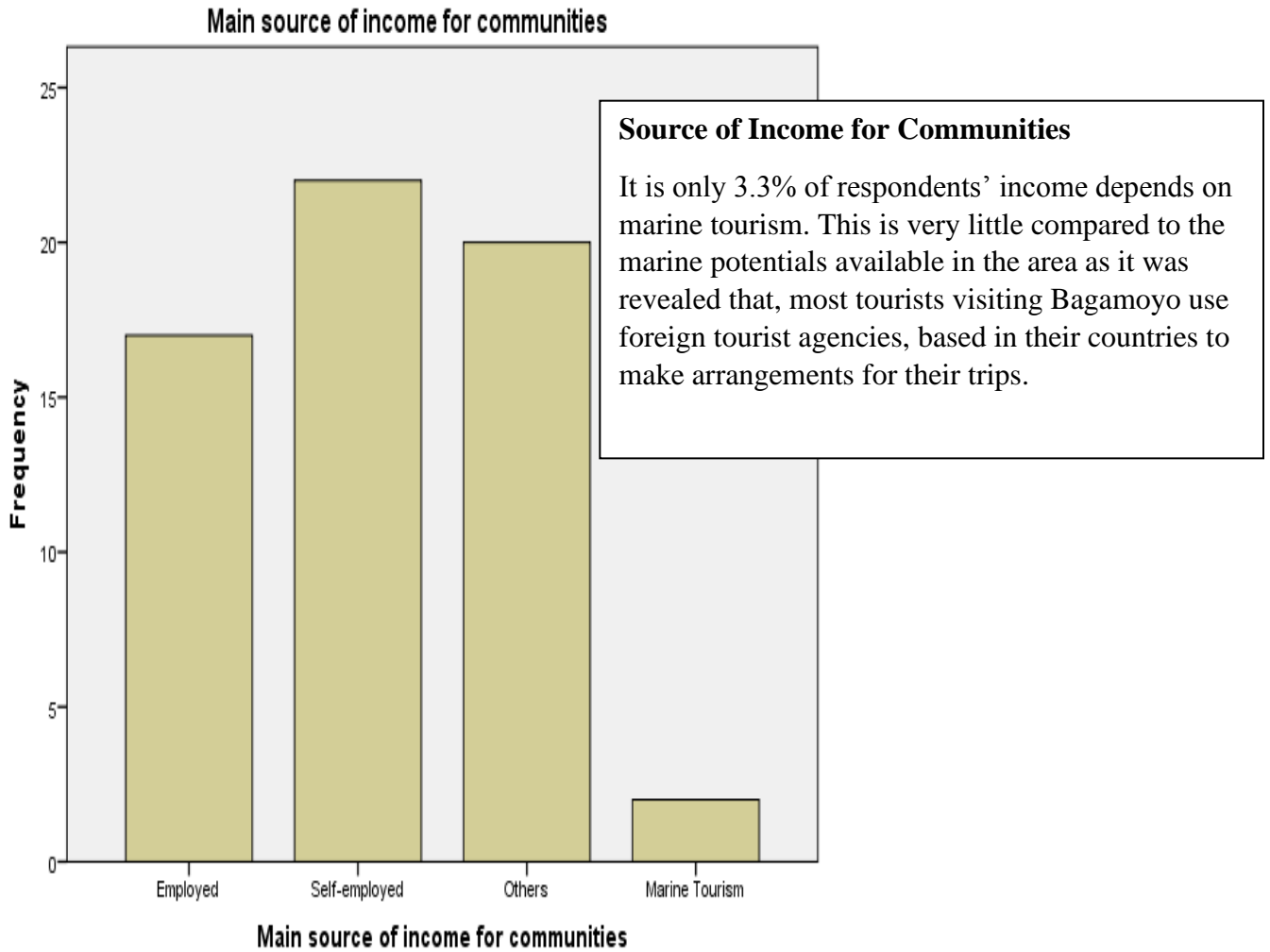Understanding of marine tourism



■ Yes
■ No
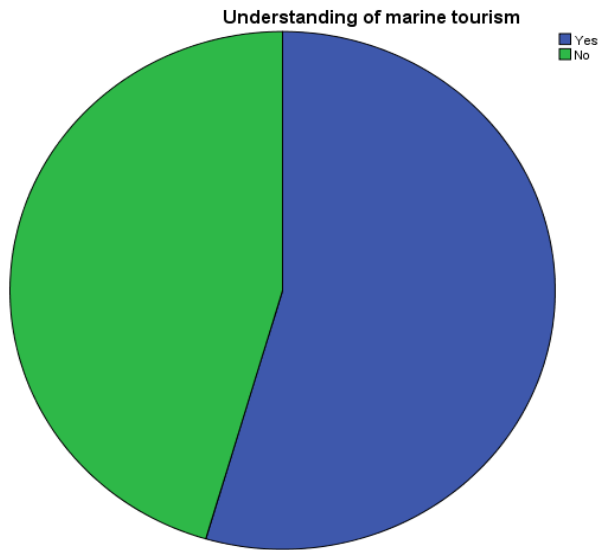
**Awareness of Marine Tourism**

The study revealed that about 61.3% of respondents are aware of marine tourism activities and about 54.5% of the respondents were able to mention at least one of the marine activities. ]

**Marine Tourism activities in Bagamoyo.**

Types of marine tourism activities



■ Sport Fishing & Visits to fishing village
■ Marine parks and aquaria, sailing and motor yachting, and cruise
■ Mention mixed, marine and not marine tourism activities
■ Others

**Availability of Marine Tourism Activities**

The Study revealed that about 70.5% of respondents confirmed that sport fishing and visits to fishing villages are types of Marine Tourism activities available at Bagamoyo followed by mixed marine and non-marine tourism activities by 26.2%

70

**Participant Income**



Main source of income for communities

**Source of Income for Communities**

It is only 3.3% of respondents' income depends on marine tourism. This is very little compared to the marine potentials available in the area as it was revealed that, most tourists visiting Bagamoyo use foreign tourist agencies, based in their countries to make arrangements for their trips.

**To what extent marine tourism contribute to improve the household income**



To what extent marine tourism contribute to improve the household income
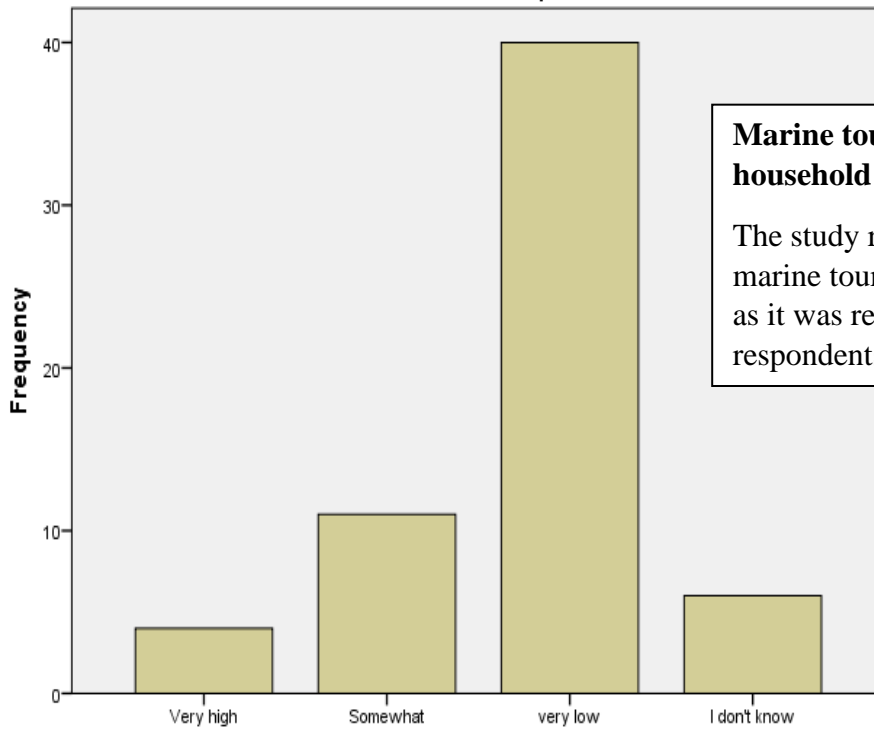
**Marine tourism contribution to household**

The study revealed that, the contribution of marine tourism to Household income is low as it was revealed by 70.5% of the respondents.

**Recommendation**

Local communities should **be educated about** available marine resources and how to accrue its benefits. District Council was advised to **employ Tourism Officer** who will be a link person among stakeholders. Government is advised to **enforce the laws** on development of marine tourism products. There is **a need of enhancing diversification** of tourism products in order to encourage people to engage in Marine Activities.

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# THE IMPACT OF INTRODUCTION OF FIXED CONCESSION FEE ON TOURISM BUSSINESS, A CASE STUDY OF NORTHERN TANZANIA

## MR.LAURENT FILBERT MZIRAY, MR.MASERA DANIEL GHAKA.

National College of Tourism – Arusha Campus, P.O. Box 6127 Arusha, Tanzania

Laurent.mziray@nct.ac.tz

**Mobile;+255 754 552 633 +255 677 888 683**

**ABSTRACT.**

The purpose of the study was to investigate the impact of the introduction of concession fee in the tourism business the case study of Northern tourism circuit of Tanzania. Specifically, the study sought to assess the impact of the introduction of concession fee on tourism business that are located inside national parks of Tanzania, especially in northern tourism circuit of Tanzania.  How this fee has changed the business of tourism in this area, negatively or positively. To investigate its benefits on the conservation of the tourists attractions i.e the National Parks  in the area. To investigate how the stakeholders have perceived it in relation to the business. Is it a burden to them or beneficial in the sustainability of the business? To investigate how these tourism business stakeholders were involved during the introduction of this fee. Were they fully involved? What were their inputs? Were their inputs considered? Were they willing to pay??

The study took  place in the northern Tourism circuit of Tanzania in the region of Kilimanjaro and Arusha. The study design was descriptive research design where both qualitative and quantitative studies were used. The sample size was selected after identifying the stakeholders involved in the tourism business and who are entitled to pay this fee, because not all stakeholders are eligible to pay it. The sample was taken from lodges and permanent Camps as follows, Lake Manyara National Park, 1, Tarangire National Park, 5, Serengeti National Park 17, Ngorongoro  Conservation area authority (NCAA) 10, Tour Operator Companies 15. Tanzania tour Operators organization 1, Tanzania National Parks (TANAPA) 1, Hotel Association of Tanzania 1, tourists passing by 36 to make a total of 87.Sampling procedures included purposive and simple random sampling. Data was collected by using questionnaires, interviews and document reviews. Data was   analyzed by using Microsoft excel and content analysis to analyze qualitative data. The study has found that, at the beginning there was not enough education to the stake holders during the fees introduction, and that the stake holders complain why the fee is fixed to all large hotels and camps, something that is perceived of lacking equality. Also the study has found many stakeholders complain that  this fee is just an adjustment of many taxes imposed to the business, which makes tourism in Tanzania to be more expensive, when compared to other destinations in East Africa, and also when compared to degree of services provided something that makes the tourists to opt other destinations. The stake holders are not willing to pay the tax, however they have no choice.

*Key words: Concession fee, Tourism business, Northern Tanzania*

# 1.0 INTRODUCTION.

Concession fee was introduced to Tanzania conserved areas as far back as 1970 when the National Parks act, CAP. 282 gave the Board of Trustees of TANAPA mandate to collect concession fee from private investors in National Parks. (Park Act 1970). In 2008, fixed concession fee was introduced by the government. (the Citizen, Thursday 21$^{st}$ May 2015), whereby the hotels went to court to protest against it, reasoning that it should not be fixed to all tourists entering the parks, but later in 2014, the high court gave the ruling in favor of TANAPA. In the year 2017, government Legislation Assembly came up with an amendment of National Park act, CAP 282 of 1970 which instructed the fixed fee to be with effect on 1$^{st}$ July 2017(National Park Act. CAP 282 amendment, 2017)

Since its introduction, the fee has been controversial in the stakeholders' perspectives in one side and the government on the other side. (The Citizen Thursday 21$^{st}$ May 2015) controversy in the stakeholders' perspectives in one side and the government on the other side. Hotel Associations of Tanzania (HAT) and Tourism Confederation of Tanzania (TCT)

obtained a court injunction to bar TANAPA from raising concession fee from US $ 10 to 60 (the East African, 2012). Among the features of tourism business owners is that they are reluctant to bow to institutional pressures (Dex & Scheibt, 2001); and in Tanzania in particular, tourism business normally gets into conflicts with government agencies when the former are called upon to comply with the rules and regulations of the country. Hotel owners in Morogoro were in legal wrangle with the regional government following the increase in hotel levy to 100,000 shillings which is considered to be illegal (Mwananchi,Sept. 13$^{TH}$ 2012). The same applied to when park fees increased in 2016.This may have had effects on tourism business, as the study has revealed.

# 2.0 LITERATURE REVIEWS
## 2.1 Introduction.

This chapter will present literature by other scholars, journals, pamphlets and other literatures and defining key terms. It will also identify and describe the theoretical, empirical, policy implications and conceptual frameworks underlying this study.

## 2.2 DEFINITIONS OF KEY TERMS.

### 2.2.1    Concession fee

According to Thompson et al (2014) concession means or is defined as a lease, license, easement or permit for an operation undertaken by any other party than the protected area agency. However, every country may have its own definition per use. Cambridge University dictionary defines concession as an official permission to carry out a particular type of business or to own or do work on a particular piece of property or land, given by a government or company. Drumn, (2001) also defines concession fee as a fee charged to a business providing a service (e.g., lodging) within a protected area (PA)

### 2.2.2    . Tourism business;

Cambridge dictionary defines tourism business as commercial activity related to tourism industry. Drumn (2001) also defines tourism business as all different kinds of businesses, covering such industries as: food services; hotel and lodging; airlines; sport fishing, snorkeling, scuba diving and other water–based recreation; souvenirs and other retails sales.

### 2.2.3    Northern Tanzania;

It is a geographical area location in the northern part of Tanzania.

## 2.3 CONCESSION FEE IN GLOBAL PERSPECTIVES.

The fee partially reflect the cost for supplying recreational services, the demand for natural resources, and the value that visitors place on their experience at the site. The direct link between conservation and income from user fees makes conservation a strong economic motivation (Benitez, 2001). The primary function of a protected area is to protect nature and biodiversity. In some cases, protected areas will also safeguard valuable and threatened cultural and/or historic assets. Covering nearly 12 percent of the Earth's surface, protected areas are also becoming key components in climate change mitigation strategies.(The World Bank group,2016) Strong public support for protected areas helps ensure that they will continue to be protected for future generations and properly managed concessions can make the wonders of the world even more wonderful! (Thompson et al.2014)

## 2.4 THEORETICAL LITERATURE REVIEW.

### 2.4.1    Theory of contingence valuation

This theory shows estimations of values that a person places on a good. The approach asks people to directly report their willingness to pay to obtain a specified good or willingness to accept to give up a good rather than inferring

them from observed behaviors in regular market. (S.V.Ciriacy-Wantrup, 1947)

### 2.4.2 Corporate social responsibility

This theory shows a form of corporate self-regulation integrated into a business model. It functions as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of law, ethical, standards and national on international norms. The CSR strategies encourage the companies to make a positive impact on the environment and stakeholders including consumers, employees, investors, communities and others. (S.J.Padfield, 2015)

### 2.4.3 Self-enforcing agreements:

This theory has a good ground to explain the need of this study, as it states that each party decides unilaterally whether he is better off continuing or stopping his relation with the other parties. He stops if and only if the current gain from stopping exceeds the expected present values of his gains from continuing. No outside party intervenes to enforce the agreements, to determine whether there has been a violation, to assess damages, and to impose penalties. The theory therefore gives us the solutions of stakeholders' dilemma. (L.G Telser, 1980).

### 2.5 EMPIRICAL LITERATURE REVIEWS.

On conserving the resources against overuse and enhancing local development near protected areas, many scholars have tried to explain how it should be approached. Pastorelli,(2014) In his Namibia's experiences demonstrate that tourism concessions in protected natural areas are a remarkably viable tool for poverty alleviation and can help local communities benefit from all that protected natural areas have to offer.

Spenceley (2014) narrates that development impacts can be experienced at the national and local level. At national level, they can relate to the level of employment, changes in the overall economy (i.e. improved tax revenues that are used to improve local service delivery), reduced poverty, and improvements in society and wellbeing.

Neglecting development impacts may lead to conflict between concessionaires, local stakeholders, or tourists, and also to unsustainable use of wildlife and other natural, cultural and human resources.

Commercial concessions are key tool for managing tourism and recreation in National Parks sustainably. (Dinica, 2014)

More often than not, the Willing To Pay (WTP) studies have found that travelers are willing to pay to visit Protected Areas (PA) and are willing to pay more than the established fee for the purpose of conservations.(Stenceley et al,2017)

For example, in Annapurna Conservation Area, Nepal, a WTP study found that on average visitors were willing to pay USD69, rather than

the actual entrance fee of USD27 (Baral et al.

2008).

## 2.6 COCEPTUAL FRAME WORK

The conceptual frame work guarding the study, Fig.    was adopted by the researcher. The concession fee in the conservation areas is meant to rehabilitate the damaged environment due to activities of tourism business conducted there. Sustainable destination management is crucial in the survival of the destination. This will include

good policy on environmental conservation, supporting investment   in tourism business, and good policy on  tourism services and as a result, tourism business will develop sustainably. This will increase income generated by tourism business, increase economic multiply effect and increase in tourism customer's loyalty.

**Independent variables**

Sustainable destination

Management                    Moderating variables.

**Dependent variables**

Sustainable tourism development

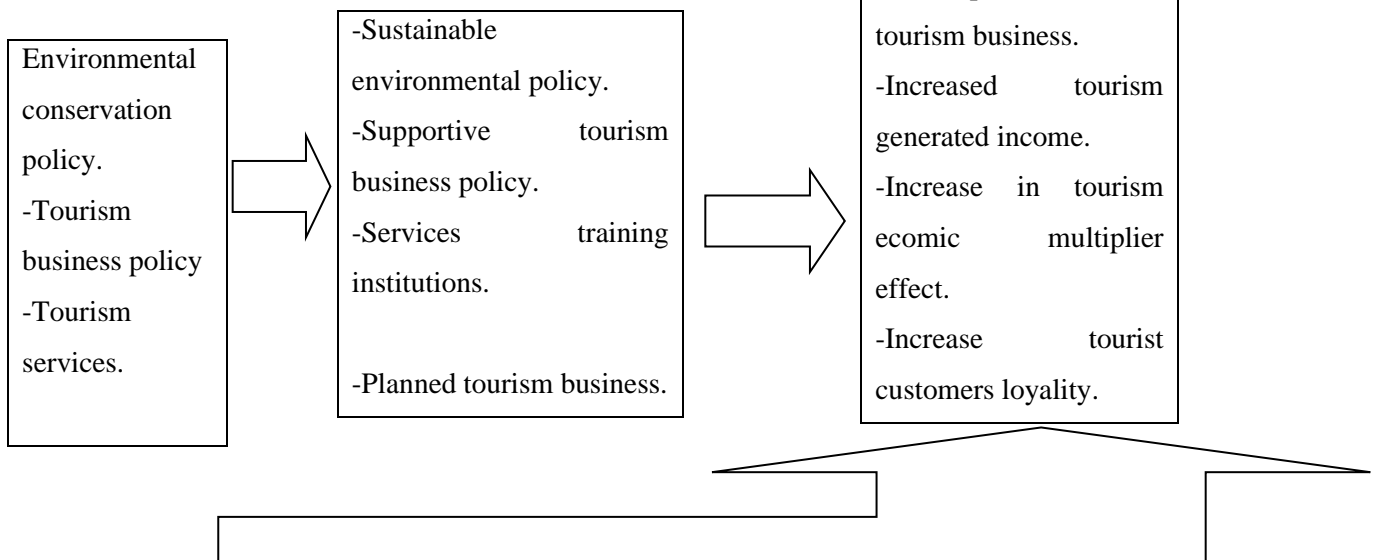| Environmental conservation policy. -Tourism business policy -Tourism services. | -Sustainable environmental policy. -Supportive tourism business policy. -Services training institutions. -Planned tourism business. | -Development in tourism business. -Increased tourism generated income. -Increase in tourism ecomic multiplier effect. -Increase tourist customers loyality. |

**Fig. 2.6 conceptual frame work. Source; the researcher.**

The World Tourism Organisation defines sustainable tourism as "tourism which leads to management of all resources in such a way that economic, social and aesthetic needs can be

filled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems (WTO Report 2002:7). By this definition, sustainable

environmental management is the key to sustainable tourism development.

Hall and Lew (1998) suggested that the key to successful sustainable tourism development is the transference of resource management authority such that residents are able to play a key role in the process of sustainable development, expanding community participation by residents, so that communities have greater control, decision-making, and benefit sharing. When community entrepreneurship is applied in the field of tourism as a potentially economically viable activity, it leads to a concept of community-based tourism (CBT) as a sustainable model of tourism planned, developed, owned and managed by the community for the community, guided by collective decision-making, responsibility, access, ownership and benefits ( Tasci et al., 2013)

According to Kotler and Armstrong (2006), loyalty is won through delivery of consistent superior customer service.

## 3.0  RESEARCH METHODOLOGY

### 3.1 Study Area

The study was conducted in the northern tourism circuit of Tanzania. Located at latitude----and longitude----,boardering Kenya in North east , it includes famous National Parks such as Arusha National Park,Kilimanjaro National Park, Mkomazi National Park, Tarangire National Park, Lake Manyara N ational Park, Serengeti National Park and Ngorongoro Conservation Area Authority.The study  was conducted in this area because the northern tourism circuit is the hub of tourism and where most of the lodges and camps paying this fixed concesssion fee are found.

**3.2 Figure 1; A map of Northern Tourism Circuit of Tanzania**
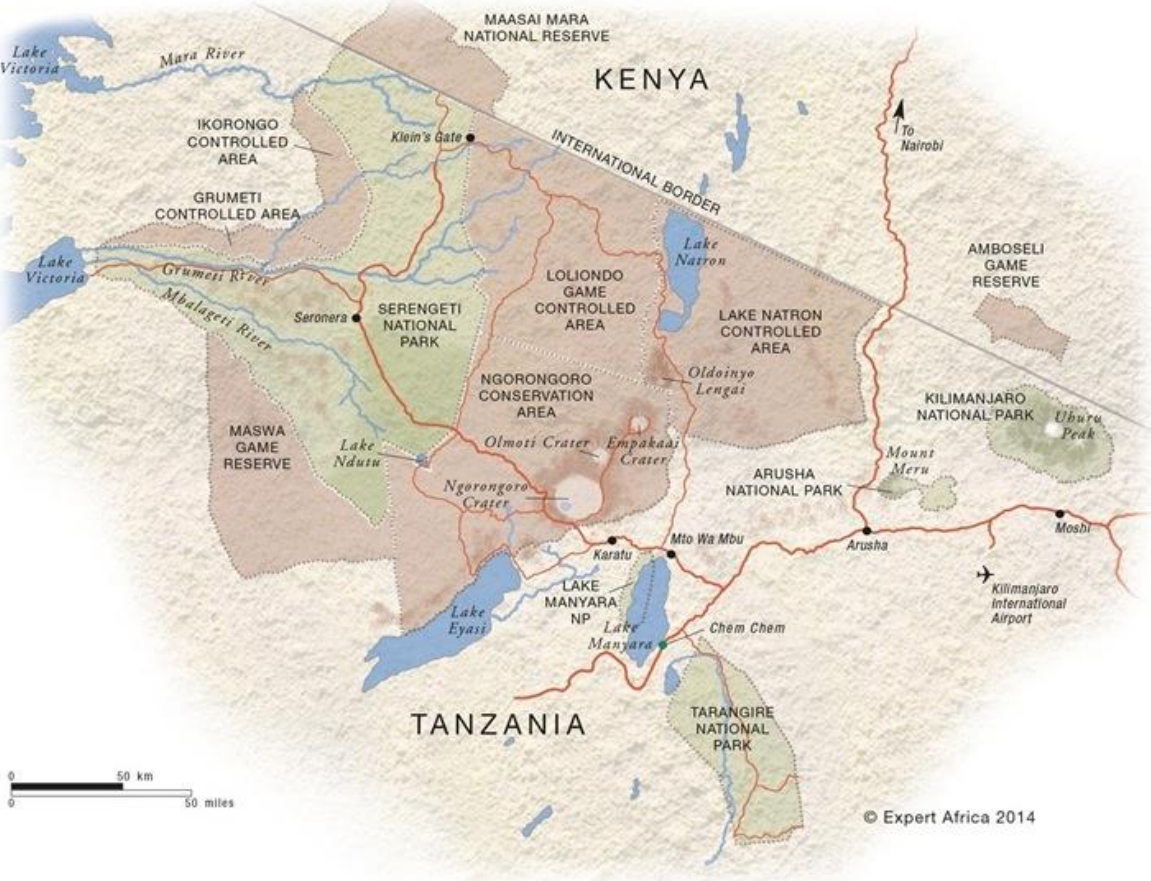


Source: Expert Africa 2014

## 3.3 RESEARCH DESIGN

Research design is the conceptual structure which research is conducted (Kothari, 2009).

The research design enables the researcher to collect data with minimal expenditure of

effort time and money (Orodho, 2008). According to Lavrakas (2008), a research design is

a general plan or Strategy for conducting a research study to examine specific testable research questions of interest.

The researcher chose descriptive in a survey research design because it best served to answer the questions and the purposes of the study. The survey research is one in which a group of people or items is studied by collecting and analyzing data from only a few people or items considered to be representative of the entire group. In other words, only a part of the population is studied, and findings from this are expected to be generalized to the entire population (Nworgu 1991:68). Similary, McBurney (1994:170) defines the survey assessing public opinion or individual characteristics by the use of questionnaire and sampling methods.

## 3.4 POPULATION OF THE STUDY

The target population for this research defined to include the Lodges and Camps located in National parks areas (TANAPA) ,Ngorongoro conservation Area Authority ,Tour Operators Campanies and related associations such as TATO, HAT and Tanapa Head Ofice.This study will cover the whole northern tourism circuit.

## 3.5 SAMPLING PROCEDURE

Sampling procedure is the systematic procedure of forming the manageable sample size

that is investigated to answer the research questions (Cooper and Schindler, 2003).

### 3.5.1   PURPOSIVE SAMPLING PROCEDURES.

Purposive   sampling procedures was used to select samples.This is a non probability sampling method characterized by a deliberate effort to gain representative samples by including groups or typical areas in a sample. The research  used this method to select respondents from different tourism stakeholders.The researcher  selected key leaders from the tourism stakeholders organisation to obtain information. The reason for applying this procedures is because only lodges and camps found in the conserved areas are supposed to pay  the fee. So this procedure was used to  provide the needed information from these specific lodges and camps.

### 3.5.2   Sample Size

The sample size was obtained from the TANAPA  consolidated list of permanet accomodation establishments applicable to pay concession fees in the northern circuit national parks, and Ngorongoro conservation area, as follows, Lake manyara National Park (1) ,Tarangire National Parks (5), Serengeti National Parks (17) and Ngorongoro Conservation Area Authority (10). The respondents were owners and managers of the lodges and camps.The sample also included tourism stake holders,which are tour operators (15) which also were represented by owners and managers, Tanzania Tour Operators TATO(1) which was represented by the Secretary, Tanzania National Parrks,TANAPA (1) was represented by public relations officer , Hotel association of Tanzania, HAT (1) was represented by the secretary ,and pass by tourists 36 to make a total of 87 respondents.

However, during data collection the number of questionnaires administered to all the

respondents was 87. A total of 56 out of 87 questionnaires were properly filled .This represented an overall successful response rate of 64%.  According toMugenda and Mugenda (2003), a response rate of 50% or more is adequate. Babbie (2004)also asserted that return rates of 50%  are acceptable to analyze and publish, 60% is good and 70% is very good.

## 3.6 SOURCE OF DATA.

### 3.6.1   Secondary data

Polit and Beck (2003) argue that secondary research involves the use of data gathered in a previous study to test new hypotheses or explore new relationships. Secondary data obtained from documents such as magazines, books, thesis, papers, journals, articles, atlases, pamphlets and unpublished literature regarding what other people have written on the theme. However other information could be obtained from Tanzania Tourist Board Report, and Tanzania Tourism Report.

### 3.6.2   Primary Data

Louis *et al.* (2007) describes primary data as those items that are original to the problem under study. Ember and Ember (2009) describe primary data as data collected by the investigator in various field sites explicitly for a comparative study. Primary data include information

collected from respondents through interviews, questionnaires and through direct observation which enabled the researcher to observe the processes handling tourists bookings and Park entrance gates. This helped a researcher to obtain fresh or first-hand data.

### 3.6.3 Data Collection Methods

Burns and Grove (2003) define data collection as the precise, systematic gathering of information relevant to the research sub-problems, using methods such as questionnaires, interviews, observations, focus group discussion, narratives and case histories. This study used the following data collection methods to collect data.

### 3.6.4 Questionnaires

Kothari (2004) defines a questionnaire as a document which consists of a number of questions printed or typed in a definite order on a form or set of forms. A questionnaire is a research instrument consisting of a series of questions and other prompts for purpose of gathering information from respondents. There are three basic types of questionnaires: closed ended, open-ended or a combination of the two (Dawson, 2002). In this study both open ended and closed questionnaires were used. The researchers asked the respondents questions related to introduction of fixed concession fees and its impacts to the business of tourism. Questionnaires were distributed to the respondents, due to the nature and geography of the areas where many respondents were obtained, the researchers had to use liaisons offices obtained in Arusha and Moshi areas.

### 3.6.5 Interview

An interview is a data collection technique that involves oral questions directed to respondents, either individually or as a group (Varkevisser *et al*. 2003) Interview is a one on one directed conversation with an individual using interview guide (Appendix 4) designed to elicit extended responses. The answers to the questions posed during an interview recorded by writing them down. Because this method allows a researcher to probe for greater depth or explanation, simple yes/no questions or fixed response questions are typical not used. This method was used to collect information from the stake holders, TANAPA, HAT , TATO, and tour operators company because they have enough time for face-to-face interviews and were easily accessed ,and  through interview guides which  enabled the researcher to obtain the in-depth detailed information.

### 3.6.6 Direct Observation

Direct observation is the process enabling researchers to learn about the activities of the people under study in the natural setting through observing and participating in those activities (Kawulich, 2005). Observation can give additional, more accurate information on behaviour of people than interviews or questionnaires. A researcher can check on

information collected through interviews especially on sensitive issues (Varkevisser *et al.* 2003). the researchers therefore went to the study area to observe the processes

of handling customers in order to come up with accurate information concerning provision of customer's service. The observations was done at the Parks entrance gates of Tarangire, Lodware in Ngorongoro, Nabi in Serengeti and Mto wa Mbu in Lake Manyara.

### 3.6.7   Documentary Review

Kothari (2004) defined secondary data as data that is available in documents. Documentary reviews are data collected and analyzed by

### 4.0 DISCUSSION OF THE FINDINGS.

### 4.1 Stake holder's involvement.

Many of the respondents, about 85% who are managers and owners of the hotels and camps said that they were not involved during the preliminary stages of the introduction of the fees. They were not given time to express their views concerning the fees.

### 4.2 Stakeholders understanding of the fees.

64% of the respondents did not understand the meaning and purposes of the fees. When asked they said it is the fees that every tourist staying in the  park overnight must pay, but did not know exactly what it meant. Only 36%  of the respondents   understand the meaning and purposes of the fees.

someone else.  In  this  research,  journals concerning  tourism  taxes  were  reviewed.   A variety  of  journal  articles,  relevant  websites, books  and  presentations  were  reviewed.  The researchers used this type of data collection tool because it consumes less time and money. Polit and  Beck  (2003)  also  indicates  that  secondary data  collection  is  efficient  and  economical because data collection is typically the most time consuming  and  expensive  part  of  a  research project.

### 4.3  Changes in the tourism business trend.

59%  of  the  respondents  said  that  there  is  a change  in  the  tourism  business ,and  that  many tourists  have  cancelled  their  bookings,  and diverted  to  other  destinations,  and  that,  some lodges used to receive East African clients but now  they  don't  receive  since  the  fee  does  not have  East  African  rates  and  21%    of  the respondents   said  that  there  are  no  changes, while 20% said there are changes, but they don't understand  the  cause  of  the  changes,  whether  it is  due  to  economic  situation  of  the  country producing tourists or it is the introduction of the fixed concession fee.

### 4.4 . Willingness to pay.

87% of the respondents said that they are not willing to pay, because, firstly, it is fixed to all

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whether camps or lodges, saying that tourists staying in the camps should pay less than those staying in the hotels, as these camps clients have very low budget compared to those staying in the lodges. Secondly, they don't know the purpose since there are so many fees and levies paid by the lodges and camps, such as tourist development levy, and hotel levy etc.13% said they are willing to pay because it is obvious that the fee will be paid directly by the tourists.

## 4.5 Direct benefits accrued by the stakeholders,

## 5.0 CONCLUSION AND RECOMENDATIONS.

The impact of concession fee in the tourism business may have had an impact in the tourism business in Tanzania, however, this impact may not be a major impact. It is true that some stakeholders' concerns are important and need to be addressed by the government. For example, to give details of the use of the concession fee in relation to conservation activities in the attractions, and to condense tourism levies rather than having so many levies, collected by different government institutions. In some cases, the burden of the taxes and levies has to be incurred by the tourists, in that case, Tanzania is seen as a very expensive tourist destination, in relation to tourist's service offered, hence tourists opt to go to other destinations like Kenya and South Africa, which have more less

When asked if there is any direct benefits to stakeholders, 90% of the respondent who answered the question said that there is no direct benefit that can be seen as the fee is meant to conserve environment, and they have not seen any environmental rehabilitation measures been taken , especially in Ngorongoro Conservation area, where population of people and domestic animals cause damage to environment. Also in Serengeti where water sources become dried out due to much usage in the hotels and camps

the same attractions. Also according to the findings, it seems that stake holders have not been involved in the introduction of the fees that they could bring in their inputs. Also little education to stake holders has been found to be a problem, that is why many are not willing to pay the fee. Also the stake holders complain about fixed concession fee to include small accommodations such as camps, meaning that camps shouldn't pay the same amount as the lodges.

## 6.0 RECOMMENDATIONS.

More education by the government to tourism stakeholders concerning tourism taxes and levies is needed.

The government should consider guests staying in camps to pay little less than those staying in lodges and also small local companies should

pay less tourism taxes and levies in order to help them grow.

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# ROLE OF ENGLISH LANGUAGE COMPETENCE IN PROMOTING CUSTOMER SATISFACTION IN FIVE STAR HOTELS IN ZANZIBAR

Perpetua Ishika, Dawson Kyungai National College of Tourism Correspondent perpetua.ishika@nct.ac.tz,

perpetuaishika@gmail.com

Tel:  +255 782 373787

## ABSTRACT

Competence is a fundamental quality of a person which results in effective performance on the job in relation to knowledge, skills and attitude. This study explores the role of language competency in promoting customer satisfactions in hotel business. The impact of poor language competence and communication abilities can hugely affect the hotel business. Customers are not only sensitive to price but also to the quality services. Customer satisfaction can be promoted if service is delivered accordingly and employees have English Language competencies. This study used questionnaires and sample of 5 hotels each with 10 customers. Descriptive analysis was used to analyze data and variance and means used to present data. The study shows the importance of language competency in promoting customer satisfaction and suggested ways on how to mitigate the effect of lack of language competency in hotel business. These skills enable employees to understand and provide quality services that are required by the customers.

Key words: **Competence, satisfaction, hotel**

## 1.0 Introduction

English language is an important means to communicate within tourism organizations. Bucklay 2015) pointed out that English plays role in facilitating communication in hotel business. Consequently, high level personnel with language skills are becoming more and more necessary to corporate efficiency and success in tourism. It is true that the hospitality industry includes a variety of career opportunities for progression and promotion. But, most of the times they are out of reach unless a person who is pursuing them is a proficient and a confident user of the English language. It is more than just important to effectively communicate in English, no matter where in the world you live, travel or work. Certainly speaking fluently in a language is imperative when working in an English speaking nation. (Bucklay 2015)

Pop-Anamaria (2016) emphasize that language has great importance in the dialogue and understanding between tourist and tourism facilities. English today is international language and most of the tourist establishments require employees to speak English in addition to their local language. Without any symbol of doubt, the universally accepted language of hospitality is English. It doesn't matter whether you are a housekeeper or a manager; it is almost guaranteed that you will be expected to have not only a passive understanding of English, but also confidence in actively using it

Having English language skill is very important for personal development and career progression. English language competency helps promote customer satisfactions but also create friendly environment for the business development for hoteliers. English language competency is very important in a daily basis while working. It keeps the English speaking customer comfortable while receiving services and they tend to like the service and get satisfied. (Pop-Maria, 2016)

Does English Language competence promote the satisfaction of customer in five star hotels in Zanzibar? This study evaluates the role of English Language competencies in promoting customer satisfaction.

## 1.2 Study objectives and significance

The general objective of this study was to evaluate the role of English Language competence in promoting customer satisfaction and specific objective were; to examine English language needed for customer satisfaction, to establish English language competencies that are important in service delivery and to assess role of English language competencies in relation to customer satisfaction. The significance of this study include; to improve service delivery in Hospitality business, improve Hospitality and Tourism curricular, to improve hotel staff

output in the hotel business and to create confidence to employees while fulfilling their daily operations

## 2.0 Theoretical foundation

Spicer (2009) define competency as the sets of skills, abilities, knowledge and attributes or characteristics that allow employees to accomplish their job successfully. The concept of competency management is suggested to be applied to the hotel industry because the nature of hotel business is labour focused and people oriented. Thus, if the employees have competencies at work, then the outcome is in a positive aspect to the hotel (Lee et al 2008). Therefore employees' knowledge, skills and abilities need to be developed in terms of competency because their job performance creates significant impact on the service quality and hotels' productivity. (Kim et al., 2011)

Satisfaction is the customers' feeling of contentment. Customer satisfaction recognizes the different between customer expectations and customer perceptions. Satisfaction may be developed quickly or it may be cultivated over a period of time (Harris, 200). The customers have many concerns and the job of a hotel business is to reduce as much stress as possible and create a pleasant customer experience while also providing current information and helping to solve problems for the customers (Ramsey and Sohi, 1997) The customer may think back on the experience and realise how pleasant it was (Harris, 2000). Thus customer satisfaction is a function of performance relative to the customer's expectations

In most service activities, customer satisfaction depends largely on the direct interaction with service provider. (Carlos P, et al 2018) .In case of Tourism, an interaction often occurs between people from different countries and whose mother tongues are different. In this context language context plays the key role in the customer satisfaction.  Customer perceive a higher or at least equal level of interaction quality when the employee's choice of language adheres to their preference than when the employee switches to their preferred language after missing it initially. This industry demands highly developed communication skills from its employees, as 5-star hotels deal with guests from foreign countries. (Carlos P, et al 2018)

Language plays central role in interactions between employees and customers and often forms the basis for their evaluation of service encounter. (Holmqvist et al., 2017). The use of language in intercultural service encounters is further exacerbated by the fact that language can imply inclusion or exclusion with respect to a social group. (Linke, 2004; Miller, 2000). As globalization and multiculturalism continues to broaden, the socio-political consequences of choice and use of language will increase.

(Heller, 2010). The appropriate choice and use of language can reduce the misunderstandings that permeate intercultural service encounters and lead to better service outcomes, including customer satisfaction. (Zolfagharian, 2018)

There are important competences that are needed to promote customer satisfaction. Language competencies play key roles during service delivery. Ciotti 2018 identifies those language competences as patience, attentiveness, clear communication skills, knowledge of the product, ability to read customers, a calming presence, goal oriented focus, ability to handle surprises, persuasion skills, tenacity, closing ability, empathy, willingness to learn among others. One of those competencies discussed by Ciotti is clear communication skills which is the most required in service delivery and customer satisfactions. Customer satisfaction with a company's product or services is often seen as the key to a company's success and long-term competitiveness. Customer satisfaction determines the economic return of the business (Thurau, 1997). Hence English language competency should not be taken for granted when it comes to satisfaction and service delivery. Those daily interactions are determined by good language competencies and clear communication.

Further, Thurau 1997 argues that long term business satisfaction has an effect on the profitability of nearly every business. Hence long term business depends on the customer satisfaction during service delivery. Language competencies play the most important role towards customer satisfaction. Hotel business depends on customer interactions towards services that are delivered daily (Thurau, 1997). Customer daily feedback on the quality of service delivery is the most important thing in hotel business. Hotel business serves different customers from different cultures and backgrounds. These customers are changing every day and every time. A hotel will only retain its customers if the services delivered to them are good. These services depend on good command of language and communication skills (Harzing et al, 2017)

Customer satisfaction results can help to identify important customer requirements. Identification of the specific customer requirements for promoting customer satisfaction is useful at a very fundamental level. The organization is able to clearly focus efforts in those areas that are most important to the customers. For an organization to remain solvent, information regarding customer satisfaction must be adequately collected and analyzed. One of the dimensions of service quality is empathy which includes access, approachability, ease of contact, communication with customers and understanding customers 'need. (Ilieska, 2013). Retention of customers depends much on the

satisfaction of services that are given to them on daily basis.

Thorough understandings of how business gain and maintain long term relationship with clients is critical in today's environment (Ilieska, 2013) Listening is a highest order construct composed of three dimensions; sensing, evaluating and responding. Customers perceive a high level of listening behavior by a salesperson and leads to greater anticipation of future interaction. (Ramsay et al, 1997). English Language competencies are important elements of hospitality industry. Understanding of performance expectations are keys to achievement of tourist satisfaction. Good oral and written skills are the top skills important to hospitality practitioners at different position levels. (Kostic Bobanovic M. & Grzinic J 2012)

English Language competency is vital in the development of hotel business but also a key to customer satisfaction. Promoting customer satisfaction in hotel or any tourism business, communication abilities of the employees and the entire organization is very important. English has become an international language in the globalised business world because people from all around the world use English as a tool of communication; for example in trade industry, tourism, universal organization etc (Jitjen, 2015)

Language should be a policy for tourism organizational management (Dhir&Goke-

Pariola, 2002; Lauridsen, 2006; Spolksy, 2004; Tange& Lauring, 2009:218). A language policy can be defined as systematic activities and efforts done in a company or organization with the purpose of supporting the goal of the company (Simonsen, 2009:203)

Any country that determines to access the global community must ensure that its citizens possess satisfactory proficiency in English language. Good English language contributes to effective communication and it is among essential employability skills needed in the 21[st]century. (Mohd.Zulkifli Mohd Yunus et al 2012)

Recent studies have provided ample support for the long held notion that listening skills is one of the most important competencies to become successful in sales (Anaza et al, 2018). Review of the listening literature shows that salesperson's listening is related to customer attitudes towards the salesperson in form of satisfaction and trust. (Ramsay & Sohi, 1997, Ruyter & wetzels, 2000). Recent findings also demonstrates that salesperson's listening affects customer perception of the organization namely service quality. (Hani & Inyang, 2015; Park et al, 2015.) Listening is critical in building relationships with customers. (Ramsey & Sohi, 1997)

For listening skill, knowledge of English provides communication with directions that serves their needs. (Clark et al. 1986). Only

careful listeners can respond to the intention conveyed directly. A lack of competence in English listening skill results in misinterpreting the message. People may not have considered the eye to be important tool in listening but yet what someone sees when someone is speaking is sometimes as important as what is heard. A smile, a glance, the expression of being bored and cheerful, all the facial expressions and manners of the speaker has an effect on the meaning of the message. (Ramsey&Sohi, 1997)

In hotel business, successful business people not only need to speak directly and effectively but proficiency of speaking skill always helps facilitate communication and it also promote

customer satisfaction. Jamieson and Arnold (1985) suggest three speaking skills; speak clearly: Language should be simple and direct, words, ideas should be well organized, speaking accurately: words must convey the intended meaning, facts should be correct and language should be polite and friendly.

Listening and speaking are equally important in the communication between staff and customer. Based on the literature reviewed I propose the following model (Figure 1) that will examine the relationship between English language competence and customer satisfaction during service delivery.
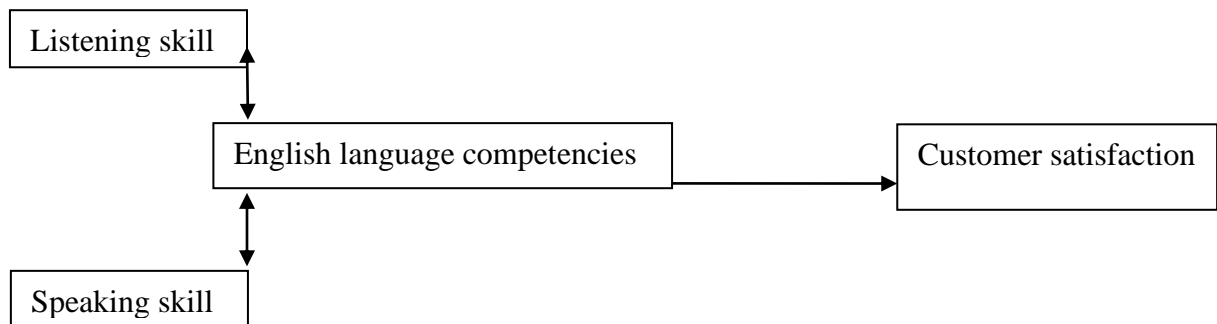


## 2.1 Importance of English Language in general

Language is a system of spoken or written symbols that communicate ideas, emotions and experiences. Understanding the role of language, organization can improve the coordination skills, operate better, new technology, develop customer satisfactions and have effective management in tourism industry (Al-Saadi,

2015). Language creates greater interest and it is a significant factor that influences competitiveness. So it is very crucial for an organization to have communicative competence throughout the organization

Al-Saadi (2015) point out that there is a need in language skills in organization and it relates to performance like the ability to increase customer satisfaction, the ability to enhance and maintain
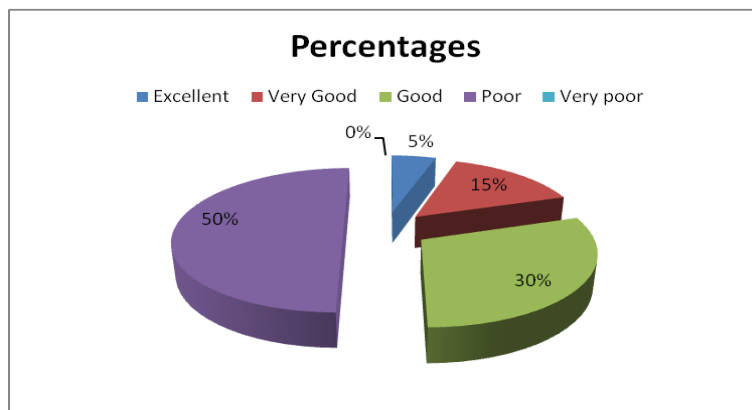
language competency of tourism people motivate international tourists, better understanding on demand, culture and ability to create effective internal and external communication. Ignoring the important roles of English language may lead to loss of resources and limitations to tourism organizational and managerial development due to lack of communication and knowledge sharing.

Bloch (2005) pointed out that language skills are demanded in various occupations within organizations. English competence is a requirement for reaching managerial level in any tourism organization

Language problems can lead to negative consequences and misunderstanding which will

further lead to incorrect tourism business decision

### 3.0 **Research Design/ Methodology**

The study employed a quantitative research design and Zanzibar was selected to conduct this study because of many five stars' hotels available, uniqueness of the island and employees who are working in those hotels. Duration of working in those hotels was also considered. This study used questionnaires and sample of 5 hotels each with 10 customers. Total number of 50 customers was asked to fill in the questionnaires. These customers were sampled from different five stars hotel and validity and reliability were accepted. The closed questions were used in a questionnaire to collect the presented data.

### 4.0 Findings

The rates of English Language usage from the hotels were rated as shown in the diagram. As shown below only 30% of employees were good in using English language.
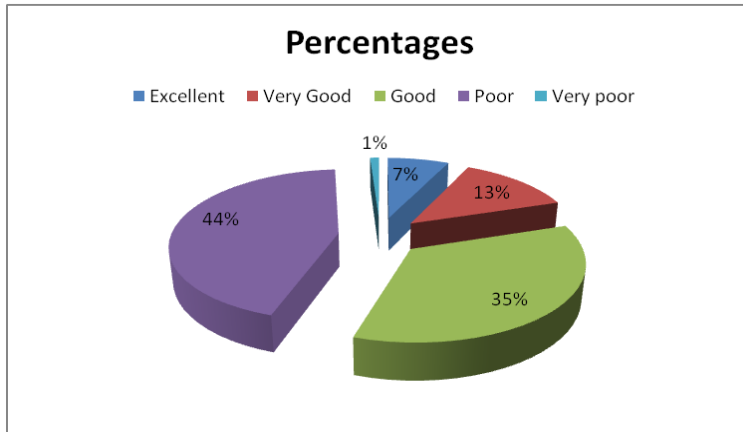
The rates of customer satisfaction with the services that they received from hotels that they visited were as indicated in the diagram:



**Percentages**

- Excellent
- Very Good
- Good
- Poor
- Very poor

The rate of service satisfaction was poor in 44%, good in 35%, 13% very good and 7% was rated excellent and 1% was rated poor.

The frequency use of the following items in the hotel while receiving services were rated as has shown in the diagram however it shows that hotel employees were not good in speaking English however they understood the request of the customers. 9% understood the request, 13% responded very well, 20% could promptly assist without any verbal response, 22% could assist a customer without any verbal response and 6% they responded verbally to the request very promptly



**Percentages**

- They understand the request
- They responded the request very well
- They promptly assist without any verbal response
- Assisted customer without any verbal response
- They verbally responded to the request promptly
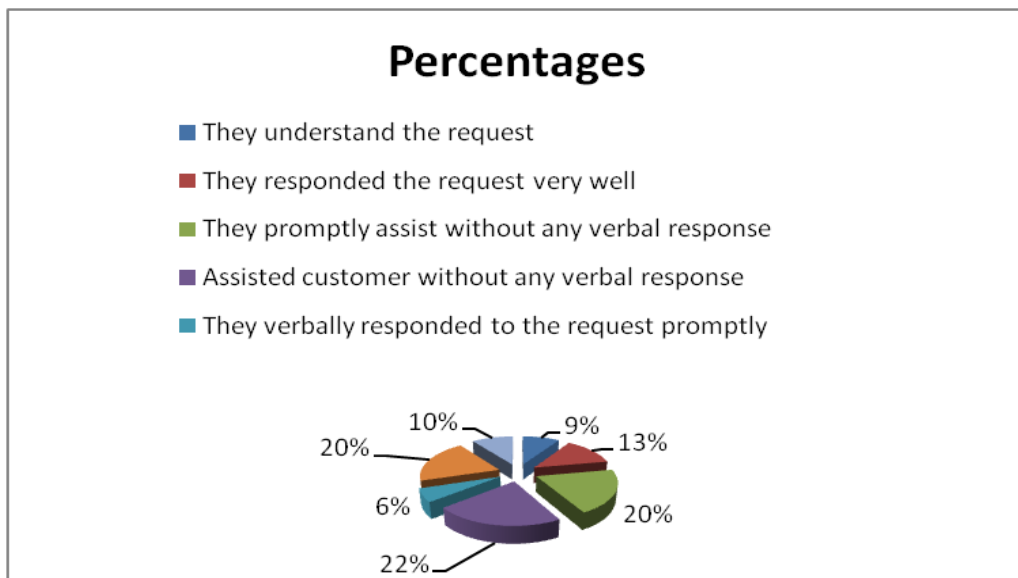
Difficulties to understand hotel staff when they speak English during service delivery showed the following results as follows:
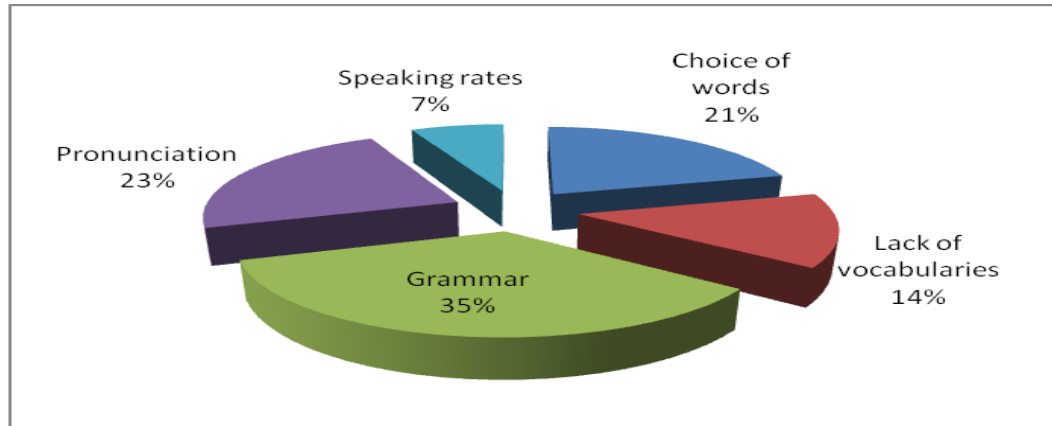


The results shows that 35% faced difficulties in grammar, 14% lack of vocabularies, 21% choice of words, 7% speaking rates and 23% pronunciation difficulties.

The researcher also wanted to find out whether training in speaking and listening skills should be provided and the response was 87% agreed that there must be training while 13% so that there was no need to have such trainings in the hotel
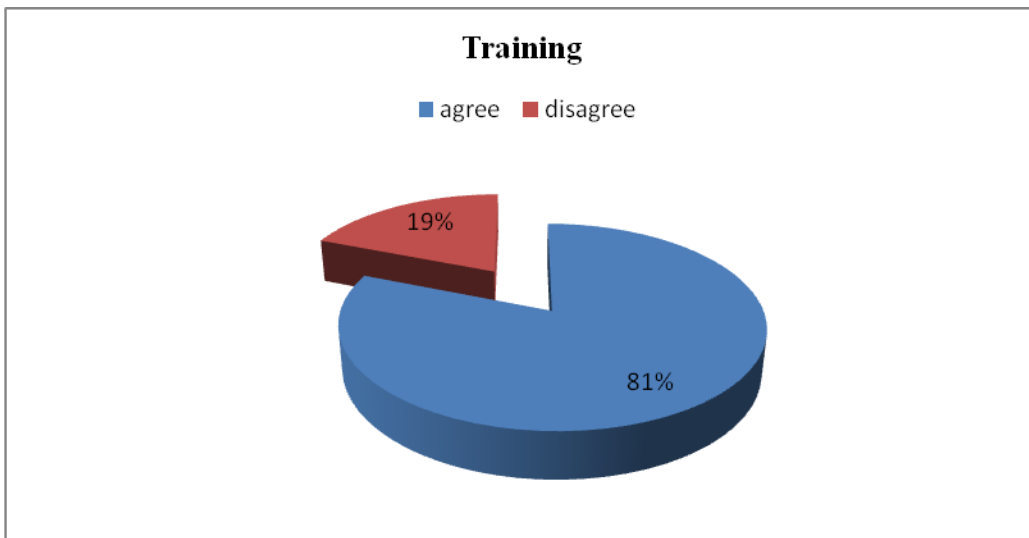
The study also wanted to find out whether the level of communication using English language should be improved or not. And the results were 81% agreed that it should be improved and 19% responded that there was no need to improve. The diagram below shows the results:

**Improve level of communication**

■ agree ■ disagree

19%

81%
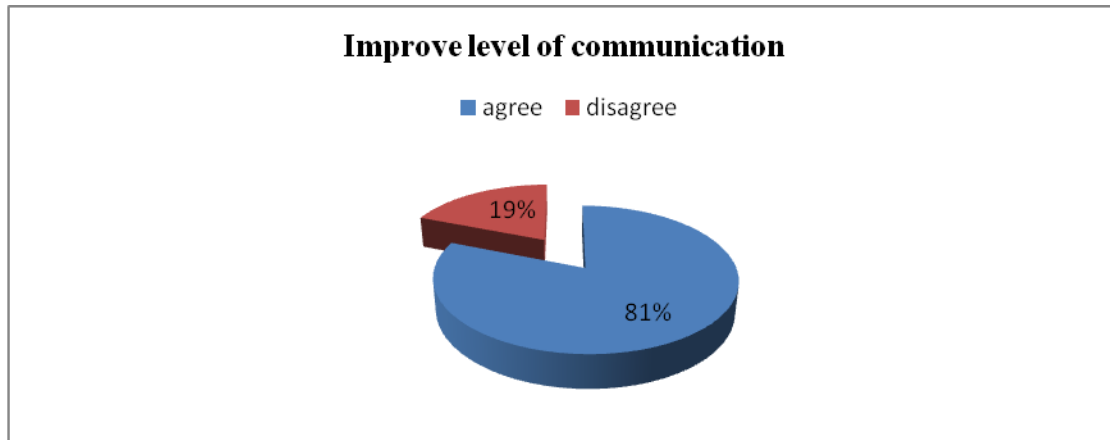
The results show that for customers to be satisfied, employees who offer services should have English language Competencies. Competence in English language is important in hotel business especially for communication with customers, others companies and organizations, suppliers and other stakeholders. In Zanzibar, English language usage is a must in the hotels and it helps to create comfort and satisfaction if used well. This study shows that employees face challenges when communicating in English and they also like important competence to perform their duties better. Those with poor language competence and lack confidence while a working is not competitive and customers saved by them cannot be satisfied,

The study also wanted to find out if there is a relationship between English language competence and customer satisfaction. The result shows that there is 80% relationship between English Language competence and customer satisfaction. On the other hand 20% shows that there is no direct relationship of having English Language competence and customer satisfaction. The diagram below shows the link between English Language competence and customer satisfaction

**Relationship between English Language Compentence and customer satisfaction**
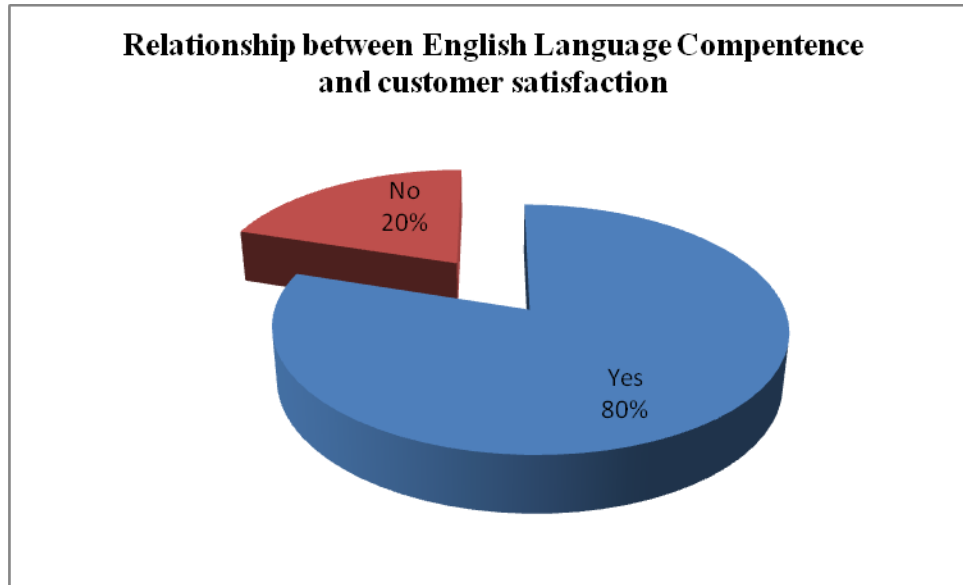


With these results, customer satisfaction depends much on the listening and speaking competencies. Employees in the hotels need English language competence to deliver the required services and to create their own confidence while working. Customers were satisfied with service providers who could understand English language and who could speak the language well. Customers were happy with the employees who could express themselves very well but also those who could understand the order without hesitations. The study shows that those who could respond correctly verbally made their customers happy and satisfied

English language competence was indicated by the study as a very important need in hotel operations despite the struggle using it from some of the employees.

## 5.0 Conclusions and Implications

Customer satisfaction in the hotel determines the prosperity of the business but yet English language competence is a challenge. The study shows that there is great link between English Language Competence and customer satisfaction in five star hotels in Zanzibar. The study has also shown that employees with English Language competence are good in promoting customer satisfaction. Basic language for interactions in the hotels in Zanzibar is English. Employees need to have the required English language competence to promote customer satisfaction but also for the prosperity of the

business. The success of hotel business can be easily measured by customer satisfaction. Zanzibar has rapidly developed hospitality facilities that attract many foreign and English language users from all over the world

Graduates from hospitality programmes should have best ability to communicate in English and acquire as best competence as possible so as to promote customer satisfactions. Good language skills relates to good performance. Hotel business is very competitive and competence in English language creates interests to visit those facilities and ultimately customers can be satisfied. For hoteliers, English language competence is very important in daily basis and it keeps the customers satisfied with the service. Hotels are very important entity in the development of Tourism industry and hence

customer satisfaction is very crucial for its development.

## 6.0 Recommendations

The study has shown there is a need to improve English language skills to employees of hotels in Zanzibar. This study was based on listening and speaking competence only and selected few hotels to collect data. I would recommend other researchers to concentrate in all competences like reading and writing and sample as more respondent as possible. I would also recommend the same study to be conducted in other areas in Tanzania like Northern Circuit and other circuits. Also this study concentrated on English Language competence only. I would recommend other researchers to conduct the same research in other languages that are used in the hospitality and tourism organizations and facilities.

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**National College of Tourism:**
**Juction of Samora Avenue anda Shaaban Robert Street**
**P.O Box 9181, Dar es Salaam**
**Tel:+255 22 2125 901/2, Fax: +255 22 2125916**
**Emal:info@nct@ac.tz, ceo@nct.ac.tz**
**www.nct.ac.tz**