

## Impact of Hospitality Industry in Poverty Alleviation in a Tourist Destination: Cross River State Scenerio

Eja, Eja .I. (Ph.D)

*Department of Geography and Regional Planning, University of Calabar, Nigeria.  
Email: [ejako2007@yahoo.com](mailto:ejako2007@yahoo.com)*

Oto, Judith .E. (Ph.D)

*Department of Sociology, University of Calabar, Nigeria.  
Email: [judithesame@yahoo.com](mailto:judithesame@yahoo.com)*

Yaro, Margaret .A. (Ph.D)

*Department of Urban and Regional Planning; Cross River University Calabar, Nigeria.  
Email: [mamboline2004@yahoo.com](mailto:mamboline2004@yahoo.com)*

Inyang, Ita .O. (M.Sc.)

*Department of Urban and Regional Planning; Cross River University Calabar, Nigeria.  
Email: [toabia@yahoo.com](mailto:toabia@yahoo.com)*

---

**Abstract** *The geographical features of Cross River State, from the southern to the northern part; makes her a natural paradise and also a destination for fun seekers. These however, has necessitated towards the rapid growth of the hospitality industry especially the hotel industry which has shown efficiency in the tourism industry in Cross River State. This paper critically examine the impact of hotel industry in poverty alleviation in Cross River State. Data were collected in the various hotels across the three senatorial district and Cross River Tourism Bureau. Findings shows that out of the one hundred and twenty seven (127) hotels used for this study, only a few hotels can afford to meet it financial obligation. This however, affect it monthly remuneration paid to the workers and employment level in the industry. Therefore, the success of the hotel industry is rest on the various stakeholders in the industry in Cross River State.*

**Keywords:** *natural paradise, hotel industry, poverty alleviation, fun seekers*

---

### 1. Introduction

Hotel industry is one of the largest industries in the tourism sector which has played a vital role in the hospitality industry especially in providing tourist with the needed comfort in any tourist destination (Laws, 1995). It is an agent of economic and social change, a service-based industry of creating employment and income (World Tourism Organization, 1997). This industry is made up of production units which engaged in providing different service such as entertainment, lodging, production and distribution of goods and services to meet individual satisfaction (Isang, 2001). According to Ugal (2007) hotel industry is an engine of poverty alleviation, it generate a number of additional guest facilities such as restaurant, a swimming pool or childcare and social function services which provide revenue use to service other sectors and also for other auxiliary services. Today, must of the hospitality industry such as hotels in Turkey have 5,005 rooms and with a hotel manpower straight of about 2,000 men and women

employed to ensure guest comforts (Yu, 1994). Richter (1981) affirm that hotel is an attractive way to generate scarce foreign exchange, create jobs for semi-skilled and unskilled labour. In Cross River State over one thousand five hundred hotels established and duly registered by Cross River State tourism bureau are located in the three senatorial districts (Larry, 2005). According to him, the industry has a total manpower of over 5000 skilled and unskilled workers who provided the needed services to ensure tourist comfort. This industry has created multiplier effect especially in the establishment of business outfits such as recharge operators, restaurants, laundry services and catteries which become a source of their livelihood (Aniah, 2009). However, the rise and fall of the industry pose a serious problem as most of the hotels have folded up and workers laid off. Beside, despite the number of hotels in Calabar much has not been felt by the people. Could one say that the industry has not contributed to the wellbeing of the people? What role is the industry playing in poverty alleviation in Cross River State. Therefore, this paper wish to assess the impact of the hotel industry in poverty alleviation with respect to yearly tourist arrivals, reasons for tourist visit to Cross River State as a tourist destination, length of stay, employment level in the various hotels, revenue generation in the hotels and the monthly remuneration paid to staff in the industry. However, in Cross River State, hotel industry are point of attraction due to the modern facilities and services delivery which are of great interest to fun seekers and tourist (Lalopa, 2005).

## 2. Study Area

This study was within the confine of Cross River State taking into consideration duly registered hotels by Cross River State tourism bureau within the three senatorial district which comprises of south, central, northern senatorial district. However, Cross River State is located within the Nigeria Delta Region. It is bounded on the north by Benue state, on the south by Akwa Ibom State, on the east by Cameroon Republic and on the west by Anambra and Imo state. It has a total area mass of 23,074km<sup>2</sup>. It has three major ethnic groups namely; the Efiks, Quas and Efuts. The three ethnic groups have strong cultural affinities in their Ekpe culture and other traditional plays and beliefs. The cultural affiliation of the people especially the Efiks with other countries of the world such as the Indians, Caribbean, Trinidad and Tobago among others significantly impacted on the in the tourism development of Cross River State in general and hotel industry in particular.

## 3. Methodology

The study focus on the impact of hospitality industry in poverty alleviation in Cross River State with specific reference to the hotel industry as a sub-system in the hospitality industry. One hundred and twenty seven hotels duly registered by Cross River State tourism bureau were selected from the three senatorial districts which comprises of the south, central and northern senatorial districts. However, 30 hotels were picked each from central and northern senatorial district while 57 hotels were picked from southern senatorial district. The rationale for unevenly distribution in the selection of the hotels among the three districts was based on the fact that the southern senatorial district constitute the major centre of tourist attraction owing to it numerous tourism potentials and as the state capital majority of the standard hotels and facilities were located within the this region. The hundred and twenty seven hotels used for this study were group according to there difference classes. The factors used for their classification was the number rooms and facilities and services delivery by each hotel. The data used for this research were obtained from Cross River State tourism bureau records and the various hotels customers registration form. Information obtained include, number of tourist arrivals in the hotels, purpose of visit, employment level in the hotels, revenue generation among others. However, interviews were also conducted with hotel operators, hotel staff and hotel management to have a general overview about the operation of the hotel industry.

## 4. Hotel as an Industry

The development of the hotel industry has been rapid and wide spread in the last half century. Hotel business is an important service industry in most countries of the world, especially those attracting a large tourist trade. The industry is making heavy investment in new facilities for already existing hotels, including more parking areas, swimming pools, and more new buildings with larger guest rooms being constructed. Gray and Liquor, (2004), in their attempt to provide a definition of hotel opined that the word hotel is derived from the French word meaning host, which referred to a French version of a "town

house” or any other building seeing frequent visitors, rather than a place offering accommodation. The World Tourism Organization (WTO, 1998) estimates that the world hotel room inventory grows by about 2.5 percent per annum. In 1999, the WTO (1998) estimated that there were about 12.2 million rooms worldwide. According to World Tourism Organization (WTO) occupancy rates vary, but they average about 65 percent overall. Such places as London, Beijing, New York, San Francisco, Hawaii, the Caribbean area, and the city of Las Vegas are noted for higher occupancy rates. In United State between 1986 and 1992 the hotel industry lost about \$14 billion as a result of over building caused by tax laws that encouraged construction as a tax shelter. The law was changed in 1986, ending the tax shelter, but construction could not be ended in Midstream due to the fact that in most tourist destinations, the creation of new lodging facilities is striking a better balance (Angelo 2003).

Hotel accommodations are heavily concentrated in Europe and North America, with Europe accounting for 44.7 percent of the world’s room supply and the United States accounting for 27 percent for a total of over 71 percent while East Asia and the Pacific region account for 12.7 percent, Africa 3.1 percent, Middle East 1.5 percent, and South Asia 1.2 percent (Griffin 2004). According to the American Hotel and Motel Association (AH & MA) analysis, the lodging industry in Eastern Europe and former Soviet Union which includes hotels, motels, suites and resort properties enjoyed its most successful and profitable year in 1997, and expectations are that performance will be strong through the remainder of the decade. They further urge that the industry numbered 49,000 properties 3.8 million rooms and \$85 billion in sale in 1997. Lawson (2004) opined that in 1997 the hotel industry in U.S. pretax profits were \$17.0 billion, nearly 40 percent more than the industry’s \$12.5 billion in 1996 and double the amount earned in 1995. Nixon (2003) agreeing with Lawson pointed out that hotel industry revenue increased from an estimated \$71 billion in 1995 to over \$85 billion in 1997. He further stressed that the trend in the hotels, resort hotels, intended primarily for vacationers and residential hotels, essentially apartment buildings, offering room and meal services. Werner (2003) affirmed that many hotels engage more in international activities, with the motivation of increasing sales on the one hand and decreasing cost and risks on the other. He further stressed that the same motivation also leads hotel firms to operate in an international context and expand their international activities through various internalization forms that include strategic alliances, acquisitions, hotel consortia, mergers, direct ownerships, joint ventures, management contracts and franchising. Kim (2006) supported Werner’s ideas and pointed out that hotels today have grown beyond the countries of domestic markets and are playing a key role in the development and continuity of the international tourism industry. Lucas (2006) stresses that luxury is the new standard, and hotels around the globe are feverishly elevating room stock to match the needs of the new breed of discriminating guests. They went further to state that this industry provides leisure to all categories of business tourists with guests that wish to stay somewhere. According to them tourists at different grades of hotels are offered different grades of facilities or services to ensure their comfort.

Yu and Pin (1994), in their analyses of the role of hotel in tourism development opined that the spread of travel by stage coach in the 18<sup>th</sup> century stimulated the development of hotels as the industrial revolution. They further stressed that modern hotels were largely established as a result of the railroads, when traveling for pleasure became widely popular. Isang (2001) emphasized that in 1889 some hotels in London set a new standard, with its own electricity and a host of other special services. According to him Statler Hotel in Buffalo, N. Y. (1908), was another landmark that catered to the growth class of business travelers. He went further to state that the growing of suburban centers and the increase of travel by automobile made most transient hotels to become popular. Accordingly, he affirmed that in 1990s, the “extended stay hotel” was developed to accommodate guests who needed to rest for at least five nights and also for business travelers who preferred more apartment like accommodation for longer stays. Agreeing with Uysal Hall (2003) affirm that most hotels and guest houses offer a bed and breakfast services, with discounts for singles. He also said that even though hotels proved venue for solid activities, guest houses make perfect venues for the leisure visitors. Smith (2007) in his study found out that hotel business played the most significant role in Thai Tourism Industry. He further stresses the statistics of office of Small Medium Enterprise (SME) promotion, hotel sector contributed 18.5 per cent or Baht 3491.91 billion out of the total amount of Baht 1,890.87 billion in the service section. He went further to show that the biggest contribution was from Small Medium Enterprise equivalent to Baht 325.29 billion or 93.0 per cent and the large enterprise shared only 7.0 per cent or Baht 24.62 billion. This figure according to him emphasizes the significance of Small Medium Enterprises in the economic development of the country especially in the tourism industry. Evans (2000) states that hotels play a major role in assessing the activities and behaviour of a tourist towards his spending attitude. He affirms that, in Cross River State, the numerous tourism potentials, the overwhelming climate and vegetation has welcome

numerous fun-seekers into the State in general and Calabar in particular (Larry, 2004). According to him, the great tourism potentials such as Tinapa Business Resort, Obudu Cattle Ranch and the Marina Resort which has help to generate high influx of tourist hence suing rise to the growth of hotel industry in Calabar. Yuksel (2003) in analyzing the role of hotel in tourism development, opines that hotel has contributed substantially to resort development and location. According to him hotels provide the most common type of accommodation used by leisure and business tourist particularly those traveling internationally and also hotels being a sector of hospitality industry provides accommodation and catering services for tourists. Brotherton (2001) states that multinational hotel companies are increasingly dominating the international hotel market and playing a key role in the development and continuity of the international tourism industry.

## 5. Findings

### 5.1 Hotel Arrivals and Purposes of Visit

The hotels arrivals and purposes of visit to Cross River State was presented in table 1. It was observed that visitors came for difference purposes between 1999 to 2008 make use of the hotel industry. Finding revealed that the carnival had great influence on visitors as it had a value of forty one thousand four hundred and eighty three (41,483) tourists between 2004 to 2008 in the hotel industry.

It was discovered in table 1 that visitors who came for the purpose of visiting friends were more in numbers with a value of twenty nine thousand eight hundred and sixty nine (29,869) tourists compared to recreation, business and expedition with values of sixteen thousand seven hundred and sixty three (16,763), twenty one thousand four hundred and sixty two (21,462) and nine thousand eight hundred and fifty eight (9,858) tourists respectively. However, 2004 had a high number of who came to Cross River State because of the Christmas carnival with a value of fourteen thousand three hundred and twenty five (14,325) tourist compared to other years under investigation.

**Table 1.** Hotel arrivals and purposes of visit (1999 – 2008)

Year	Tourists arrivals	Purpose of visit				
		Recreation	Visit friends	Business	Expedition	Carnival
1999	7680	778	3862	2399	641	0
2000	10,920	1,985	5,928	2,184	823	0
2001	6,892	573	3,643	2,177	499	0
2002	4,957	299	2,505	1,864	289	0
2003	6,988	596	3,477	2,327	588	0
2004	15,984	3,793	1,753	1,899	2,662	14,325
2005	22,223	2,951	1,985	2,031	931	12,325
2006	14,257	1,795	2,885	995	352	8,230
2007	11,307	1,998	1,032	2,351	321	5,695
2008	18,227	1,995	2,793	3,235	2,752	7,452
Total	119,435	1,995	29,869	21,462	9,858	41,483

Source: Field survey (2010)

### 5.2 Tourists Arrivals in Various Categories of Hotels in the Area

Table 2 revealed that “four star” hotel recorded the highest number of international tourists visited Cross River State in 2007 to 2009 with an annual average number of one hundred and seventy three (173)

tourists compared to other categories of hotels in the area. However, “No star” and “one star” hotels were seen to have a least annual average on individual note with values of eleven (0.8) and sixty nine (5.3) tourists respectively. However, domestic tourist in one star hotels were on the least side on individual note. This could be due to the fact that majority of the one star hotels their accommodation are very cheap and can be affordable by domestic tourist. This was shown in the works of Osso (2003) when investing reasons why most visitors preferred cheaper accommodation according to him domestic tourist have limited income in their disposal to spend.

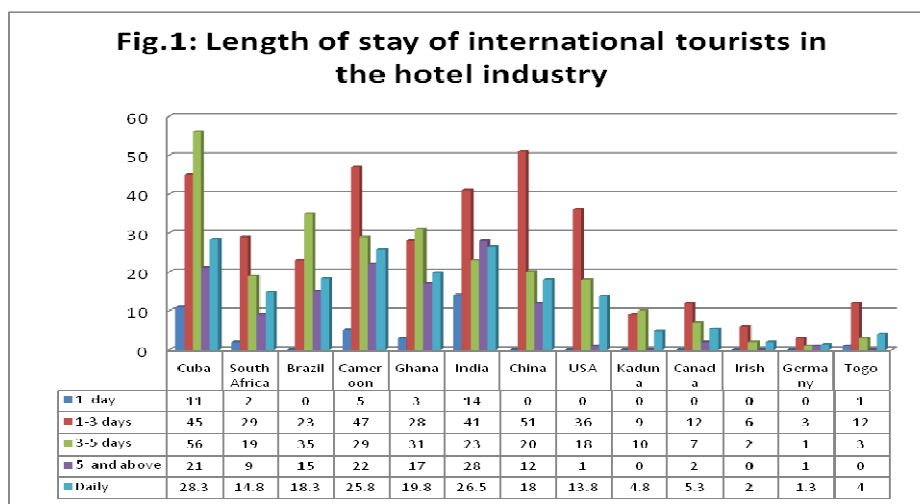
Table 2. Tourists in the hotels industry (2007 to 2009)

Categorization of hotels	No of tourists Cuba	No of tourists south Africa	No of tourists Brazil	No of tourists Cameroon	No of tourists Ghana	No of tourists India	No of tourists china	No of tourists USA	No of tourists Canada	No of tourists Kenya	No of tourists Togo	No of Tourists Germany	No of tourists Irish	Annual average
No star	0	1	0	6	1	0	2	0	0	0	0	0	1	0.8
One star	6	2	1	24	12	18	4	0	1	0	0	0	1	5.3
Two star	19	13	24	28	24	33	22	17	6	2	2	0	2	11.0
Three star	35	20	9	19	15	21	18	10	3	1	1	1	1	12.0
Four star	37	12	26	11	10	21	20	13	5	8	8	2	2	173
Five star	36	11	13	5	17	14	18	15	6	5	5	2	1	148
Total	60	36	34	77	52	72	46	27	10	3	3	1	5	29.1

Source: Field survey (2010)

5.3. Length of Stay of International Tourists in the Hotel

The length of stay of international tourists in the hotel industry in 2007 to 2009 carnival was presented in figure 3 shows that one hundred and thirty three (133) were the daily average number of tourists from Cuba that lodged in the hotel industry of which only twenty one (21) tourists spend up to “five days” and above in the hotel industry. Findings revealed that twenty eight (28) tourists from India spend longer days in the hotel industry as compared to other countries that also lodged in the hotels in Cross River State. It was noticed in figure 1 that all the countries that visited Cross River State and lodged in the various hotels spend “one to three” days with a total number of three hundred and forty two (342) tourists. However, the study equally shows that only few tourists from Cuba, South Africa, Ghana, Brazil among others spend “less than a day” in the hotel industry during 2007 to 2009.



Source: Field survey (2010)

#### 5.4 Employment Level in the Hotel Industry

The employment level in the various categories of hotels in Cross River State between 2008 to 2009 was shown in table 3. It was noticed that 2008 recorded the highest level of employment in the hotel industry with a total number of one thousand eight hundred and sixty (1,860) staff. The study also revealed that “No star” categories of hotels recorded the highest number of employment between 2008 to 2009 with values of five hundred and seventy eight (578) and four hundred and one (401) staff respectively. It was also observed that “four star” hotels employed the least workers between 2008 to 2009 with a total number of ninety six (96) and eighty one (81) staff. Furthermore, it was discovered that the hotel industry was dominated with unskilled staff between 2008 to 2009 as compared to skill staff. Nevertheless, the findings also indicate that between 2008 to 2009 the hotel industry in Cross River State employed a total number of one thousand nine hundred and fifteen (1,915) female staff as compared to one thousand ninety nine male staff. This means that the hotel industry in Cross River State was dominated with female workers.

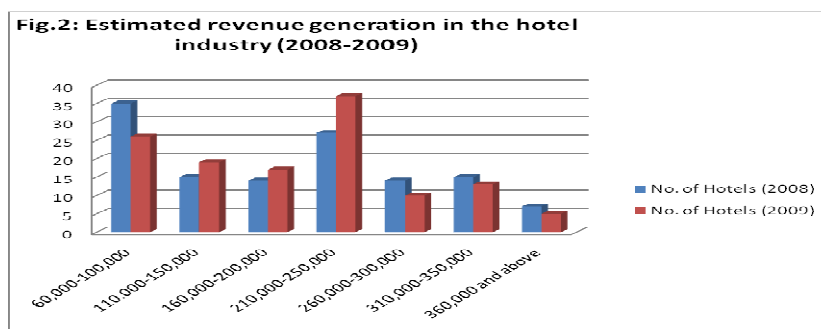
**Table 3.** Employment level in the various categories of hotels during non carnival period

S/N	Categorization of Hotels	No. of staff		No. of Skill		No. of Unskilled		Sex Distribution			
		2008	2009	2008	2009	2008	2009	Males	Females	2008	2009
1.	No Star	578	401	399	201	179	134	406	205	172	103
2.	One Star	371	311	83	71	288	273	70	63	301	271
3.	Two Star	285	265	76	69	210	219	81	75	204	161
4.	Three Star	395	273	103	92	292	215	93	81	302	137
5.	Four Star	96	81	41	37	55	39	36	29	60	39
6.	Five Star	135	63	61	58	74	61	33	27	102	65
	<b>Total</b>	<b>1860</b>	<b>1394</b>	<b>763</b>	<b>528</b>	<b>1098</b>	<b>941</b>	<b>719</b>	<b>480</b>	<b>1141</b>	<b>776</b>

Source: Field Survey (2010)

#### 5.5 Revenue Generated in the Hotel Industry

The estimated amount of revenue generated by hotels in 2008 to 2009 was presented in figure 2 which indicate that 27.56% hotels generate up to sixty to one hundred thousand naira in the 2008. This means that only thirty five (35) hotels out of the one hundred and “twenty seven” (127) hotels sampled generated the above mentioned amount. It was noticed also discovered in figure 2 that 5.51% hotels generated up to three hundred and sixty naira and above in 2008 which shows that only seven (7) hotels had the above mentioned revenue during the period under investigation. However, the study also revealed that only thirty seven (37) hotels generated revenue up to two hundred and fifty thousand naira out of one hundred and twenty seven sampled hotels in 2009 carnival. Figure 2 shows that 3.93% hotels generated revenue up to three hundred and sixty naira and above in 2009. This indicates that out of the one hundred and twenty seven (127) sampled hotels only five (5) hotels had up to the above stated amount in 2009.



Source: Field Survey (2010)

## 5.6 Monthly Remuneration to Hotel Staff

The monthly remuneration paid to staff in the various categories of hotels was presented in table 4. Finding shows that high standard hotels such as “five and four star” hotels paid high remuneration to both skilled and unskilled staff. It was noticed in table 4 that unskilled staff in the hotel industry were paid high remuneration compared to unskilled workers. However, the least remuneration was paid to staff in “No star” categories of hotels as it had a values of minimum remuneration to skilled workers as four thousand eight hundred naira (N4,800) and minimum salary to unskilled workers three thousand nine hundred naira (3,900). While the maximum remuneration paid to unskilled workers was four thousand two naira (4,200) and skilled worker was five thousand naira (N5,000). This shows that staff are paid according to educational attainment, experience and level of training in the hotel industry in Cross River State.

**Table 4.** Monthly remuneration paid to staff in the various categories of hotels

Categories of hotels	Minimum salary paid to skilled staff ₦	Minimum salary paid to unskilled staff ₦	Maximum salary paid to skilled staff ₦	Maximum salary paid to unskilled staff ₦
No star	4,800	3,900	5000	4,200
One Star	7,500	5,300	8,500	5000
Two star	9,000	5700	9,380	5300
Three star	9,000	9,500	11,300	7,200
Four star	14,200	11,700	18,000	9,300
Five star	17,200	19,300	30,300	15,000
<b>Total</b>	<b>61,700</b>	<b>55,400</b>	<b>82,480</b>	<b>46,000</b>

Source: Field Survey (2010)

## 5.7 Emerging Businesses in the Area

The emerging businesses in the area due to the establishment of hotel industry printed in table 5 shows that more businesses were establish in 2008 within the hotel’s environment with a value of 87.1 followed by 2007 with a value of 72.0. This result indicate that the number of business outfit increase geometrically in the area between 2004 to 2008. Table 6 indicate that within the hotel environment more mechanic shops, laundry services were bar and barbing and hair saloon were establishment with an annual average of 60.4, 53.8 and 80.1 respectively. However, it was observed in table 5 that few businesses were found between 1999 to 2003, this may be due to the rehabilitation of existing tourism potentials and the introduction of the Calabar international carnival which attract numerous visitors and tourist into the state. This situation has led to the demand for more accommodation which have encourage more people to be engage in the hotel businesses.

**Table 5.** Emerging businesses in the hotel environment

s/n	Emerging businesses	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Annual average
1	Restaurants	5	15	20	27	29	40	55	71	85	101	44.8
2	Confessionism	0	0	1	2	3	4	6	8	8	11	4.3
3	Recharge cond.Operators	-	9	10	11	12	31	59	63	76	85	35.6
4	<b>HOLDER</b>	4	4	6	7	9	15	17	21	25	30	13.8
5	Barbing/hair dresser saloon	6	10	15	18	21	39	61	95	108	128	50.1
6	Laundry services	5	10	14	19	23	41	59	82	125	160	53.8
7	Mechanic shops	6	11	17	18	25	61	75	94	133	164	60.4
8	Car hiring services	3	3	5	5	7	10	12	15	15	18	9.3
	<b>Total average</b>	<b>3.6</b>	<b>8.0</b>	<b>8.4</b>	<b>13.1</b>	<b>16</b>	<b>30.1</b>	<b>43.0</b>	<b>56.1</b>	<b>72.0</b>	<b>87.1</b>	<b>Total= 272.1</b>

Source: Field Survey (2010)

## 6. Recommendations

In Cross River State, the hotel industry is yet to gain its rightful position in the tourism industry in the world due to its numerous setbacks. Therefore, in order to overcome these challenges, the following recommendations are put forward:

- The hotel industry must provide adequate service delivery mechanisms that would boost the image of the industry
- Cross River State Tourism Bureau must provide a workable mechanism that would ensure tourism-related activities all year round
- The government must provide a conducive environment that would help guarantee the safety of visitors, especially tourists in the state
- The hotel industry must provide adequate facilities and services that would guarantee tourist comfort and satisfaction
- All the stakeholders in the industry must be innovative and creative in order to equip themselves with future challenges.

## 7. Conclusion

Hospitality industry, especially the hotel industry, is one among the industries in Cross River State that has boosted the image of the state as a tourist destination. This industry has shown that it has much to offer, owing to the numerous tourism potentials in Cross River State. Therefore, for this industry and for the dividends from the industry to be reaped, all the stakeholders must provide a mechanism that would make the industry viable and attractive to tourists and other fun seekers.

## References

- Angelo, R. M. (2003) *An Introduction East Lansing, MI: Educational Institute of the American Hotel and Motel Association.*
- Aniah, E. J. (2005). "Tourism Development in Cross River State, Nigeria: A Compendium of tourist sites and potential tourism area" *Calabar Journal of Liberal Studies*, vol.8, No.2, pp.57-78.
- Brotherton, B. (2001) "Yield Management: Progress and Prospects" *International Journal of Hospitality Management*, Vol.11, No.1, pp 23-32.
- Evans, M. R. (2000) "Formulating and Evaluating Tourism Policy using Importance Performance Analysis". *Hospitality Education and Research Journal* 13(2) 203-213.
- Gray, W. & Liguori, S. C. (2004) "Hotel and Motel Management and Operations", Third Edition, Singapore: Prentice Hall Simon & Schuster (Asia) Pte Ltd.
- Griffin, R. K. (2004) "Factors of successful lodging yield Management systems" *Hospitality Research Journal*, Vol.19, No.4, pp.17-30.
- Isang, E. W. (2001) "Managerial Learning in Foreign Invested Enterprises of China", *Management International Review (MPR)* 41, 29-52.
- Kim, D. J. (2006) Determinants of Chinese hotel Customers' Satisfaction and Purchase Intentions. *Tourism Management*, 27 890-900.
- Lalopa, J. M. (2005). "Commitment and Turnover in Resort Jobs". *Journal of Hospitality and Tourism Research*, vol.21, No.2, pp.11-26.
- Larry, E. (2005) "The Cross River State Tourism Vision and Policy Mofinews 3(44, 48-49)".
- Lawson, F. (2004) *Hotel and Resorts: Planning, Design and Refurbishment*. Woburn, Ma: Butterworth Heinemann.
- Lucas, R. (2006) Anticipating and Adjusting to the National Minimum Wage in the Hospitality and Clothing Industries Policy Studies, 24(1), 33-50.
- Nixon, J. M. (2003) *The Hotel and Restaurant Industries: An Information Source book* Phoenix, AZ: Oryx Press.
- Osso, N. (2003) "Focus on Hotels and Tourism expectations from Hotel personnel". In *Sunday Chronicle*, 15 January.
- Richter, L. (1985). Policy choices in south Asian tourism development. *Annals of Tourism Research*, 12, 201-217.
- Smith, H. L. (2007). *Host and Guest: The Anthropology of Tourism*, Blackwell, Oxford.
- Uysal, M. (2007) The Determinants of tourism Demand: A Theoretical perspective. In Loannides, D. and Debbage, K. G. (Eds), *The Economic Geography of the Tourist Industry: A Supply Sides Analysis* London: Routledge.
- Werner, (2003) "Recent Developments in International Management Research": A Review of 20 top Management Journals. *Journal of Management*. Vol. 28, 277-305.
- Wheaton, W. C. (2002) *The Cyclic Behaviour of the US Lodging Industry*. Torto Wheaton Research Commercial available online at: [tortowheatonresearch.com](http://tortowheatonresearch.com).
- World Tourism Organization. (1998). *National and regional tourism planning: Methodologies and case studies*. London:



Routledge.

- Yu, L. (2009). Seeing Stars: China's hotel-rating system. *Cornell Hotel and Restaurant Administration Quarterly*, 33(5), 24-27.
- Yu, R. W. & Pin, R. (1994) "Attitude of Hong Kong Hotel Mangers towards the use of Expatriate international". *Journal of Hospitality Management*, 13, 183-187.
- Yuksel, E. P. (2003). Service quality in certain accommodation. Marketing studies for the UK Holiday. *International journal of hospitality management*. 22(1), 47-66.