

The Role of Cross – Training in Reducing the Level of Labor Turnover Applied Study on Some Hotels in Tripoli-Libya (2022-2023)

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Abstract

The objective of the study is to find out about the role of cross training in reducing the level of labor turnover. Four hotels located in Tripoli-Libya have been targeted to collect information and data about the employees who work in these hotels. Face to face interviews have been conducted to answer a set of questions about how cross training affect the job performances in these hotels and reduce the level of labor turnover. The hotels entered the study were Redisin Blue, Alwadan, BabAlbaher and Altawfek. The questions were directed to the senior staff in these hotels. The number of the interviewee were seven senior, three were from Bab-Albaher and two senior staff were from the other three hotels. The results of the analysis showed that the majority of the employees were only satisfied about their monthly salaries, only one interviewee stated that salaries were very satisfactory. Another analysis indicated a lack of awareness about cross training within employees. In addition, the results showed that the percentage of labor turnover in targeted hotels arranges from (65-90) present in specific jobs. Analysis confirm that job enlargement is another factor which help in reducing labor turnover in hotels. Finally a number of recommendations were presented to increase the level of awareness and knowledge of managers in targeted hotels about the importance of cross training. The Microsoft spreadsheet Excel was used to undertake the analysis.

Keywords: cross training , labor turnover, Libya, hotels, Tripoli

1. Introduction

Tourism's contribution to the national economy has been underestimated. The contribution of the tourism sector in the national economy is not clear as it is integrated with the trade sector and focused only on hotels and restaurants. International tourists' expenditure on hotels and restaurants only represents a fraction of their total expenditures in the whole economy. The need for a solid, comprehensive, and internationally uniform information base on the economic impact of tourism has become essential (World Tourism Organisation, 2006). This study focuses on a significant issue concerning the role of cross training in reducing the level of labour turn over in hotels.

The hotel sector play an important role in many developing countries economy. The big success for the economy is accomplished by tourism related services such as, hotels and restaurants.

As cited by Tohamy and Swinscoe, (2000), tourists spend almost half of their total expenditure on things such as, entertainment and cultural (18%), shopping (18%), and on food and drink outside of hotels (11%) which feed directly on to the local economy (Frechtling, 1994).

The expansion in tourist arrivals was facilitated by a parallel rise in the construction of new hotels, apartments and other tourist accommodation located almost exclusively in the coastal regions. Therefore focusing on hotel investment in Libya became necessary and due to reasons such as employees strikes and redundancy matters labor turnover became a serious problem in hotels.

1.1 Gross Domestic Product by economic sectors

During 1997 to 2003 the growth rate of Gross Domestic Product (GDP) of trade, restaurants and hotels sector were the leading sector after oil. Table 1.1 shows the GDP by economic sectors in Libya at current factor income.

Table 1: Gross Domestic Product by economic sectors (Million Libyan Dinar)

(At current factor income)

Economic sector	1997	1998	1999	2000	2001	2002	2003
Agriculture, Forestry and Fishing	1267.0	1394.3	1449.9	1439.7	1392.0	1348.8	1375.8
Oil and Natural Gas	4505.8	2786.0	3995.9	7080.7	6345.8	13325.6	18776.0
Mining and Quarrying	196.9	198.2	223.3	293.9	306.7	387.1	382.6
Manufacturing	818.6	779.3	863.1	889.7	877.8	813.1	764.7
Electricity, Gas and Water	244.1	259.9	270.4	270.0	284.6	293.7	303.2
Construction	702.9	713.0	803.6	1013.9	1063.4	1342.3	1326.7
Trade, Restaurants and Hotels	1619.9	1714.4	1693.3	1685.9	1882.4	2089.5	2204.9
Transportation, Storage and Communication	1129.0	1167.6	1211.7	1213.9	1299.3	1429.2	1530.1
Finance insurance and Ownership of Dwellings	256.7	275.4	323.5	357.2	377.2	414.9	439.9
Ownership of Houses	430.1	442.9	452.7	475.5	499.0	515.0	534.1
General Services	1103.2	1183.4	1137.5	1237.7	1301.1	1282.2	1305.3
Education Services	779.0	880.0	834.3	921.9	1034.6	1019.6	1038.0
Health Services	421.3	479.0	457.4	506.2	565.7	557.5	567.5
Other Services	326.0	337.2	358.6	391.5	411.1	427.5	451.2

Source: Central Bank of Libya (2012)

This emphasizes that this sector plays an important role in sustaining the Libyan economy. However, due to the lack of available and accurate information, the contribution of the tourism sector alone in the Libya's GDP could not be captured.

Spending estimates can be converted to various measures of economic impacts using economic ratios and multipliers for tourism related-industries. For example, tourism

spending in hotels can be converted to the associated income and jobs using ratios of sales to income and sales to jobs in the hotel industry(Frechtling, 2000).

2. The empirical study

The author conducted a face-to face interview survey with senior staff in four hotels located in Tripoli – Libya. The objective of this survey is to find out, the effect of cross training on reducing the level of labour turnover. Questions directed to interviewee are as the following:

2.1 The degree of satisfaction about salaries

The interviewees were requested to reveal if they were satisfied with their salaries against the tasks that they are performing in these hotels. A five-point scale was used, very dissatisfied, dissatisfied, satisfied, very satisfied, as expected as illustrated in Table 2.

Table 2: Revenue generated in the last five years

Response	Frequency
Very dissatisfied	1
Dissatisfied	1
Satisfied	4
Very satisfied	1
As expected	0

Source: empirical study

Table .2 shows that four of the interviewees were only satisfied about their monthly wages. The remaining three were very dissatisfied, dissatisfied and very satisfied respectively about their wages from targeted hotels in the study. The findings indicate that the wages should be carefully considered.

2.2 The degree of awareness about cross training

The interviewee were asked about if they are familiar with cross training and it is importance in reducing the level of labour turn over. Table 3 shows the answers of the interviewee about the aspect.

Table 3: Awareness about cross training

Response	Frequency
Yes	0
No	7
I don't know	0

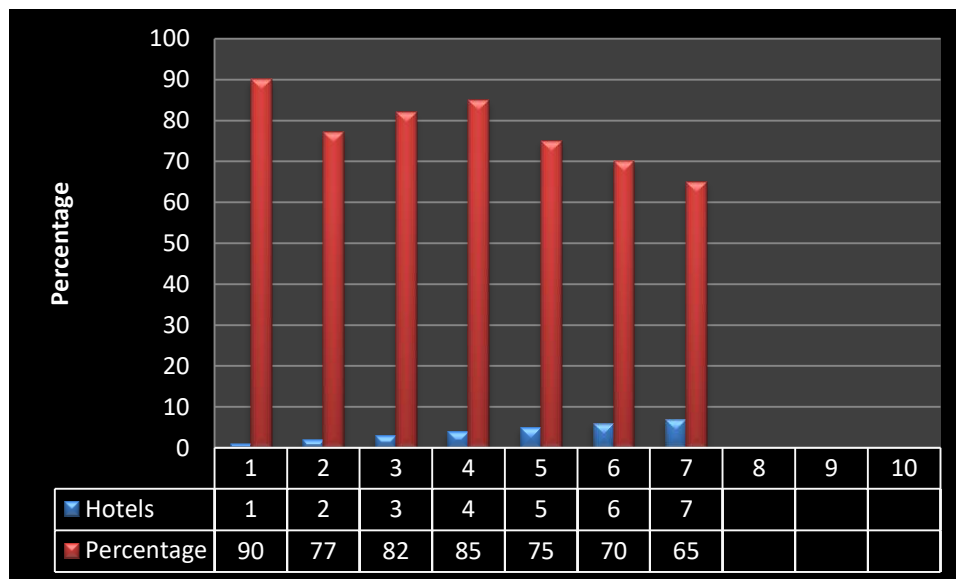
Source: empirical study

From table .3 it can be seen that all the interviewee don't have an idea about cross training. When I started to discuss this with them and explained what it is, they confirmed that they have no idea about cross training. Two of the respondents said that we do it sometimes by chance specially during the absenteeism of the employees or during peak times. We do help each other. They did training courses, but these training courses were not convenient for the job that they currently doing. They mentioned that they did computer and language courses, but they need to focus more on technical courses especially while they are doing the job.

2.3 The percentage of labor turn over in hotels

A question was directed to interviewees regarding the percentage of labor turn over in these hotels. The answers of the question is as shown in figure.1

Figure 1: The percentage of labour turn over



Source: Empirical study

Fig.1 shows that the percentage of labour turnover in these hotels was high. Furthermore respondents mentioned that most of the front line employees such as, waiters, porters and receptionists have high labour turn over. In addition, chefs, kitchen cleaners and room maids also complain from high labour turnover. One of the respondents mentioned that the highest turn offer is mostly among employees who work as room maids. Another respondent said that the highest employees turnover is among the ones who work in porters job.

2.4 The role of Job enlargement in reducing employees turnover.

Respondents were asked about the effect of job enlargement on labour turnover. Respondents agree that in most hotels employees do the job they are assigned to according to the job specification. In other words formalization in hotels is the main aspect in communicating between management levels. Besides that centralization is another barrier which results in minimizing authority delectation and empowerment to employees. Employees don't have adequate authorisation and convenient work environment to encourage employees to be more creative. One respondent added that for employees to be more creative they should be provided a healthy environment, where authority delegation became a culture among hotel's managers and employees. Also, the advantages of cross training were discussed with respondents. In addition, of learning different tasks and skills, cross training can support job enlargement to help in reducing job boredom. Finally the study came out with some recommendations and confirm that employees turnover has many reasons such as wages, employees conflict and much more. In other words cross training is not the only reason for labour turnover.

3. Conclusion

In conclusion it can be mentioned that, this is not the only study about cross-training . Other studies indicate that cross training can be used not only to reduce the level of labour turnover, but to solve and achieve many other aspects. Salem and Abdien (2017) study showed that an effective cross training technique can result in better job performance, employee retention and service quality. According to the study of Malek at el (2016), employee turnover can be reduced by using other training method. Managers training is another method which can be used in reducing labour turnover. They reached a result that confirms, as manager training increases, employee turnover intentions decrease. Another result indicates that, more investment in management training will result in reducing employee turnover intention. The current study differs from other previous studies in the area of research. The current study focused in hotels located in Tripoli-Libya while previous studies focused their research in different areas.

The current study reached a number of results. The majority of the employees were satisfied about their monthly salaries. Another result indicates that employees in targeted

hotels showed a lack of awareness about cross training. In addition, the results show that the percentage of labour turnover in targeted hotels ranges from (65-90) percent in specific jobs. Moreover, the study confirmed that job enlargement is another factor that helps in reducing labour turnover in hotels.

4. Recommendations

In order to reduce labor turnover in hotels, managers should focus more on cross training and achieve the following points:

- More flexibility in managing the work force to get the job done.
- Encourage the employees to learn new skills, and be more valuable.
- Combat worker boredom through job enlargement.
- Encourage the employees to be more innovators.
- Increase self-motivation by creating a better work environment.
- Empower employees to take responsibilities and make rational decisions.
- Increase the level of communication between top, middle and lower management.
- Build self-confidence and prepare new managers' line.

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