



## Article Title

Hotel Sales Decline and Opportunities For a Turnaround: The Case of a Selected Hotel Chain in Swaziland (2008 – 2010)

## Citation

Kanokanga, F., Vengesayi, S., Mumbengegwi, P., Kazembe, C. & Karigambe, P. (2014). Hotel Sales Decline and Opportunities For a Turnaround: The Case of a Selected Hotel Chain in Swaziland (2008 – 2010). *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*.

## Abstract

The study sought to explore the causes of sales decline and possibilities of a turnaround at some selected hotel chain in Swaziland between July 2008 and December 2010. In this study 5 senior managers, 12 middle level managers, 5 junior managers and 2 ordinary employees were used as research subjects. Fifty per cent of them were male and 42 per cent female. The study sought to facilitate the organization to appreciate and fix the causes of sales decline; the hotels' personnel to be better motivated, and hotel guests to enjoy improved customer care. The study showed that stiff competition was the main cause of sales decline. Economic hardships, and low personnel motivation also played a part. The study recommended that staff motivation be taken more seriously. The use of the world's best practices was recommended as well as further research on casino operations.

## Methods

The research design was a descriptive survey. The target population consisted of all line managers including the Area General Manager, Marketing, Finance, Human Resource, Food and Beverage, Housekeeping, Front Office, Public Relations, Maintenance and Casino including assistants and supervisors as well as all staff above 25 years of age. A sample of 24 research subjects (respondents) was used comprising largely those in managerial positions since they were at the center of sales management.

## Results

The results showed that the company was doing quite well as regards training and supervision of managers and staff. However, the respondents awarded company benefits an aggregate score of

37%, scoring only 88 points out of 240 and compensation to employee was awarded 40%; scoring only 96 points out of a maximum possible of 240.

## **Conclusion**

The study showed that stiff competition was the main cause of sales decline. Economic hardships, high prices, stock shortages, seasonal variations and low motivation among the personnel were contributory factors. The absence of job security created a feeling of apprehension and removed the sense of belonging among the personnel.