
TOURISM AND HOSPITALITY INDUSTRY TRAINING NEEDS: THE NEEDS OF DEVELOPING NATIONS – THE CASE OF THE SOLOMON ISLANDS

Panakera Charlie

*Department of Tourism and Hospitality Management
University of Waikato Management School, Hamilton, New Zealand*

Willson Greg

*Department of Tourism, Bay of Plenty Polytechnic,
Tauranga, New Zealand.*

ABSTRACT

The bulk of the tourism literature exploring tourism and hospitality employment and training has been based on Western models and case studies. Many Western assumptions concerning tourism and hospitality training needs may not be applicable to the developing world, and thus, there is a need for case studies exploring the training needs of developing tourism nations. This paper seeks to address this research gap by exploring the tourism and hospitality industry training needs of the Solomon Islands, a small South Pacific nation. Through collecting questionnaires and conducting a range of interviews with owners and managers of a diverse range of industry businesses, this paper identifies four key issues concerning tourism and hospitality industry training needs within the Solomon Islands. First, the manpower needs in the tourism and hospitality sector, second, the existing shortfalls in particular occupations, third, the need for trained manpower in number, quality and experience and fourth, the need for a training infrastructure, improvements and measures for skill improvements within the Solomon Islands' tourism and hospitality industry. It is suggested that these are not unique to the Solomon Islands but are characteristics of many developing nations.

Key Words: *Solomon Islands, Pacific, tourism, training, employment, developing nations.*

Introduction

Many tourists perceive the South Pacific Islands as a place of paradise. For travellers the world over, the name 'South Pacific' conjures mental images of palm trees, sandy beaches, crystal clear seas

and blissful relaxation (Hall, 1997). However, behind the scenes, many of the developing nations of the South Pacific experience problems in recruiting and training quality tourism and hospitality staff. Further, there is a lack of research exploring hospitality and training needs of tourism and hospitality staff and attitudes towards tourism employment that is grounded in non-Western perspectives. For example, historically much of the tourism literature cites the negatives of much tourism employment and training; that is, jobs are low-skilled, low-paid, are heavily turned over, seasonal, and individuals must often work unsociable hours (Choy, 1995; Young, 1973). At the same time, industry representatives often bemoan the difficulty of finding staff with the right attitude and commitment to these jobs (Cukier-Snow & Wall, 1993). However, when viewed from the perspective of individuals in developing countries, almost all of the jobs in the tourism and hospitality industry are highly prized and attractive (ibid). At the same time, within developing nations, the jobs may be far from unskilled. Often linguistic skills are required, and increasingly familiarity with information technologies and computer based house-keeping and front of house operations are required. Commentators such as Baum (2002) have also noted the skills and importance involved in 'emotional labour' as customer contact staff interact with clients and guests drawn from many different parts of the world. This paper seeks to add further insight into tourism and hospitality employment in developing countries by exploring the tourism and hospitality industry training needs of the Solomon Islands, a small South Pacific nation. It achieves this by framing discussion around cultural-specific views of tourism and hospitality employment; in this way, this paper supports the argument that tourism must be explored from the perspective of the culture in which it is experienced (Cohen, 1979; Lanfant, 1993).

The structure of this paper there comprises, first, a brief description of the Solomon Islands, second, a literature review pertaining to developing countries and line management, third, an outline of how data were collected and analysed, and finally a description of the results and a discussion of their implications.

Destination: Solomon Islands

The Solomon Islands are located east of Papua New Guinea and consist of nearly 1000 islands; these islands cover a landmass of approximately 28,400 square kilometres (World Atlas Travel, 2010).

Its population is approximately 523,000 (Department of Economic and Social Affairs, 2009). The Solomon Islands have experienced a number of internal and external difficulties in recent history. In particular, ethnic violence, government mismanagement and crime have undermined stability over the past two decades (Dinnen, 2002). Further, in 2007, the Solomon Islands were struck by a large earthquake, which triggered a tsunami. At least 52 people lost their lives, more than 900 homes were destroyed and thousands of people were made homeless (BBC News, 2007). However, the tourism and hospitality industry of the Solomon Islands shows promise. In 2009, despite global economic problems, the Solomon Islands reported a 23% increase in tourist numbers based on figures evidencing that 8,805 tourists visited the area in the first 6 months of 2009 (eTurboNews, 2009). Solomon Islands Visitor Bureau general manager Michael Tokuru stated that most of these visitors (43%) came for business; 26% came for holidays and the rest to visit friends and relatives, or were in transit; most tourists arrived from Australia (51%), New Zealand (7%) and the U.S.A. (5%) (ibid). To meet the needs of increasing numbers of tourists, there remains a significant need to recruit and train a highly capable workforce.

Although the terms ‘travel’ and ‘tourism’ are commonly used by Solomon Islanders, it is incorrect to assume that they place the same meaning on the terms as Westerners; indeed, it has been suggested that tourism is not an indigenous practice within the South Pacific and is alien to indigenous customs (Berno, 1999; Farrell, 1979). For example, when Pacific Islanders travel, it is often for a specific purpose such as attending a wedding or funeral and cultural obligations state that within the future, hosts will be reciprocated for their hospitality (Ross, 1991). In this way, the social and economic transactions for this type of travel are ‘continuous’, and do not end when the host-guest encounter finishes (Berno, 1999).

Based on the above discussion, from a cultural perspective tourists within the Solomon Islands are regarded as a ‘guest’ rather than a tourist with assumptions of reciprocal obligations arising on the part of the guest (Vusoniwailala, 1980) although the realities of the commercial transactions of modern business practice intrude and mitigate the longer term guest requirements. Nonetheless the art of welcoming a tourist and treating them as a valued guest is remains a critical part of being a host within Polynesian society (Berno, 1999). Much interaction between

Solomon Islanders and guests is based upon the concept of *aroa*; this means, love kindness, respect and generosity (Berno, 1999; Rere, 1976). As a result of how Solomon Islanders view tourists, they value training and improving the knowledge of their tourism and hospitality workforce, as through doing so, *aroa* can be expressed.

Literature review

There exist problems of definition when first considering the term ‘developing countries’, and thus different categories may be discerned. For example Aboelmaged (in press) utilises the term ‘developing country’ when writing of e-procurement systems within hotels in the United Arab Emirates, but whilst such economies may be said to be developing they differ greatly in financial and human resources from many countries in sub-Saharan Africa or the South Pacific. Indeed, geographical proximity may also mislead, in that, for example, Papua New Guinea may share several geographical and cultural features with the Solomon Islands, but the former is now developing oil reserves and its national income is expected to double within a comparatively short time, which is not the case for the Solomons. Equally China may be described as a developing country, and it is true that many millions there live on but a few dollars a day, yet its political and administrative structures are both generally strong and different to those countries found in other developing countries. Consequently it is difficult to generalise. Indeed, it is notable that some commentators do not attempt such distinctions. For example Hartungi (2006) discussed the impacts of globalisation and the transfer of technologies to developing countries, and spent time defining ‘globalisation’, but simply considers India, Indonesia, Argentina, China and others as simply ‘developing’ without reference to any differentiation. This study was contextualised within the Solomon Islands and its cultural and political frameworks, and might be said to be representative of those countries that suffer from past political instability and current human and other resource capabilities, but while it is suggested that the issues are not unique to the Islands, nonetheless it may remain true that the solutions must be posed with that specific society.

Many authors have considered that first tier management plays a key role in service delivery within the strategic directions determined by higher management levels. This arguably becomes even more true when current thinking often advocates delegation of authority to first line

managers and front line staff as a means of obtaining faster and often more cost effective solutions to local problems (Brewster & Larsen, 2000, Budhwar, 2000). For her part Martins (2007) argues that key to the effectiveness of first line management are the perceptions of their roles by senior management, the degree to which the roles are correctly defined and communicated, the levels of training that are received and how broader organisational systems facilitate or hinder roles and their performance.

While within developed economies such strategies are aided by investment in the technologies required by knowledge management systems through which staff, even at junior level, can contribute to organisational knowledge, in the countries of the developing world where tourism attractions and accommodation provision may be based in comparatively small operations, such systems may be more noted for their absence rather than their presence. Given this scenario, it can be argued that an extra onus is provided upon the public sector to initiate and fund management education and training schemes for staff at all levels of the organisation. This has certainly been recognised in some countries. For example Jayawardena (2001) describes initiatives in the Caribbean and Sri Lanka that have occurred, and where higher education institutions played significant roles as providers of aspirational qualifications, even though, as Jayawardena (2001) demonstrates, there were initial difficulties in recruiting staff with the right qualifications. Indeed, one might be tempted to say that in some instance the right state of mind proved to be just as important as the possession of a given certificate. As will be discussed later within this paper, the same issues are present within the Solomon Islands.

Research Methods

Given the nature and lack of prior definitions of those issues within the Solomon Islands, a grounded theory perspective was adopted. That meant using an appreciative enquiry method rather than a more conventional normative perspective. That is, an inductive process was conducted instead of the development of hypotheses based on a prior theory subsequently tested by data in an attempt to disprove a given set of propositions. Appreciative Inquiry utilises a four stage process focussing on: (a) Discover- the identification of organisation process;; (b) Dream- the envisioning of owner operators of process that would work well in the

future;(c) Design – planning and prioritising processes that would work well and (d) Deliver- Implementation of the proposed design.

The basis of the research was thus qualitative, open-ended but structured in the sense that discussions were problem driven. Through the auspices of the Solomon Island's Tourism Board a meeting was convened attended by over 100 local business personnel which introduced, among other items, the current project. The team were hence initially able to speak separately with industry personnel and notes were kept of the discussions. The basis of the selection of the industry personnel was primarily pragmatic in nature, the considerations including ease of access, time available, the budget and other facets such as the duration for which a business had operated, and the desire to obtain a representative selection of businesses that ranged from scuba diving operations to accommodation providers. The study recognised the involvements of foreign investors as well as locals, especially founders focusing on the genesis and development of business ideas, purposes and value of business organisation within rural and community.

An additional business survey was fielded on October 21th 2008, during an Industry Meeting and was promoted through the Ministry of Culture and Tourism. A total of 120 questionnaires were prepared and distributed to organisations including hotels, airlines, dive operators, tour operators and tourism governing bodies. Staff of the Department of Tourism supervised the distribution and collection of questionnaires at this session. The questionnaire was also electronically distributed to tourism businesses to ensure a wider response rate. Of the total distributed, replies were received from 100 respondents which was considered to be an excellent result.

A week later, and coinciding with a planned Staff Training Workshop in Munda and Gizo, Western Province, a second survey was conducted to elicit staff responses regarding the nature of training and up-skilling within their employment. Questionnaires were again distributed and collected at these sessions by staff of the Solomon Host and Department of Tourism. For employees, a total of 80 questionnaires were distributed, and received 70 (88%) respondents completed the forms. Again this was thought to represent a very high response rate. Both business and staff questionnaires attempted to explore the nature of training within the industry and the levels of vocational skills or technical understanding

possessed by staff. The questionnaire was designed to identify and assess current skill gaps and needs, in order to develop an appropriate, efficient educational institution and training system that matches the needs of future tourism in Solomon Islands.

For the purpose of this paper the results being reported are primarily derived from the qualitative data. The data were analysed using a conventional thematic analysis – that is the notes taken by staff from the Solomons Islands Tourism Board and the research team were read with categories of themes being identified by the sides of the text. Second a process was undertaken where independently text was identified that fitted the themes, and a test for congruency was undertaken. Discrepancies were then discussed and final agreement between members of the research team was arrived at.

Findings

The tourism and hospitality industry within Solomon Islands straddles a range of labour market areas. Specifically, the ‘one industry concept’ maintains that, because tourists may use a number of support services during their visit and rely on infrastructure such as water and electricity, every business and individual is part of the tourism industry (Collier, 2006). This is evidenced within Solomon Islands’ tourism industry because the industry is defined by the nature of the people who access a service or products; namely visitors, be they from Outer Islands of the Solomons or overseas. Visitors in the Solomon Islands access services directly related to tourism and hospitality, such as scuba diving, local tours, fishing and visiting local customs. They also access services from sectors that support tourism; sectors as varied as customs and immigration, banks, retail shops, the hospital, police, churches, and public transport. As most international visitors arrive by air, sectors providing critical services such as airports, aircraft, engineering, air traffic control, travel agents and local tours also come under the umbrella of the broader tourism industry, as does the local shipping that provides access to the different provinces. The tourism industry is therefore a composite industry, and is itself part of other industry groupings. Unfortunately, as a result of past political turmoil, ethnic violence, crime, and the 2007 tsunami, the Solomon Islands’ infrastructure, is in parts, substandard. However, individuals do not travel to a region to primarily experience its infrastructure, but when it is substandard, tourists’ experiences are often negatively influenced,

and this in turn influences the degree to which they may wish to return and the travel narratives in which they engage (Collier, 2006).

In keeping with the concept of *arua*, the health of Solomon Islands' tourism industry position depends first and foremost on the people at the directly interacting with visitors. People are the lifeblood of the tourism game; it is the industry's people who deliver services to meet the promise of the Solomon Islands' slogan, 'discover somewhere different'. Tourists expect South Pacific tourism staff to be friendly, enthusiastic and knowledgeable; for many individuals, the people of the South Pacific themselves are a major motivator in travelling to the region (Hall, 1997).

Based upon discussions with managers in various tourism and hospitality businesses within the Solomon Islands, it appears that the tourism and hospitality industry is feeling the effects of a wider skill shortage; a shortage that is hindering the nation's ability to treat the guest with *arua*. Traditionally a low wage industry, and often the first employer of young people, the Solomon Islands' tourism and hospitality industry is facing a challenge to attract high calibre people committed to the industry and who are keen to forge a career within it. As a result, tourism and hospitality businesses within the Solomon Islands continue to be reliant on casual workers, 'wantoks' (or extended family members) and low-skilled workers. Ongoing skill shortages in the tourism and hospitality sector not only inhibit growth, but they also threaten to compromise the industry's ability to deliver a consistently high quality experience to visitors. In this way, the Solomon Islands is in danger of losing ground to its South Pacific neighbours. Fiji, for example, is regarded by most tourists as being served by a high-quality, well-trained tourism workforce (Hall, 1997).

According to the managers sampled in this research, in today's labour market, employees hold all the cards, and the market is responding accordingly. The minimum wage in the Solomon Islands is on the rise, placing the urban and rural tourism businesses under pressure and an increasing number of employees feel that there are improved employment prospects outside the tourism industry. The combination of skills shortages and rising wages is problematic for an industry struggling to find and retain good people. The industry needs to respond to this challenge now. Tourism businesses that do not respond face the prospect of losing staff to competing businesses and industries that will pay them more, and

offer more enticing work conditions, better functional opportunities and career pathways. In the short-term, staff turnover also creates problems of staffing and a loss of productivity for employers in the tourism industry who find themselves constantly seeking and re-training new staff. In the longer term, it places a question mark over growth in the tourism and hospitality industry. If tourism businesses cannot match the pay levels of alternative sources of employment, they must accentuate alternative positive advantages of being employed in the industry, and ensure that these are actually delivered to staff.

The discussions with employees revealed three main reasons why individuals in the Solomon Islands may choose tourism and hospitality employment over that offered by alternative industries. Firstly, individuals explained that in the Solomon Islands, tourism and hospitality employment offers a coherent career path; they feel they can set and achieve personal goals and improve their prospects in the industry through hard work and training. Secondly, individuals commented that they felt pride in their work, and generally felt valued, be it from interaction with guests, or positive affirmation by their employers. Thirdly, individuals felt that, generally, they were provided with significant learning and development opportunities. To achieve sustainable growth in the industry it is essential for businesses to invest in people skills, and in doing so, build a strong and adaptable workforce. Individual businesses need to look to how they can, through a combination of pay and work conditions, training (learning) and career development, attract and keep staff they value. They need to be aware that increasing numbers of individuals seek work that is personally meaningful and is aligned to how they derive life purpose (Ashmos & Duchon, 2000).

In addition to the issues discussed above, this research found a number of further problems facing tourism and hospitality training from a managerial side. Firstly, managers commented that there was a serious dissociation between school graduates and real market needs. Specifically, comments were made concerning the lack of basic skills apparent amongst new employees fresh from school. Secondly, some managers were of the view that the tourism and hospitality industry did lack career pathways within the Solomons. Indeed a small minority of managers did not choose to up-skill or train their staff because they did not believe there was a career pathway beyond quite basic functions. This was reinforced by many managers generally holding negative attitudes towards technical and

vocational training. Specifically, they cited the high cost of training, and viewed it is a cost rather than investment. Certain managers also believed the Solomon Islands have a lack of both training facilities and relevant training programmes. Fourthly, certain managers expressed frustration at a perceived lack of cooperation between tourism and hospitality businesses with regards to benefitting each other's experience, programmes and knowledge. Research evidences that cooperation amongst competitors, through, for example sharing information, is beneficial for all players in the tourism and hospitality industry (Hall, 2003), but many did not subscribe to this notion.

The solution to the challenges facing the tourism and hospitality industry within the Solomon Islands is complex. Simply enrolling staff only to subsequently lose them is not an option. Staff shortages and the constant scramble to replace staff damage a business's ability to deliver a consistent quality of service. Employers across the industry, large and small, face the same challenge: to attract and keep people with the right skills and personal attributes to deliver the services and quality products that represents the "Happy Isles". The restaurant replacing a waiter every two months faces the same problems as the hotel or motel that trains new housemaids every six months. Both are sinking time and money into an ongoing cycle – that of finding and replacing workers with others who also appear to lack long term commitments to their business or industry. Both are at the sharp end of an industry-wide problem: that of finding the right people and keeping them. The issue is how to break this cycle

Yet, despite the challenges facing the tourism and hospitality industry in the Solomon Islands, there was an underlying feeling of optimism amongst both the managers and employees sampled in this research. A message that resonated was that it is time to take heart and action and that the collective vulnerability as an industry can make it stronger. Managers commented that by owning their workforce problems, and taking collective action to find solutions, they can chart a course that ensures the prosperity of the industry, just as it ensures the prosperity of their individual businesses.

Each business within the Solomon Island's tourism and hospitality industry shares the same goals; a sustainable tourism and hospitality sector that delivers a quality visitor experience and which contributes strongly to the urban and provincial economy. For this to occur, Solomon Islands

requires that the right people enter the industry, and are encouraged to build rewarding careers and contribute their experience to the industry of tomorrow. There is no simple solution that will fix the industry's woes. This is not a problem that someone in Honiara can fix with a pen. It is an industry-wide problem, which will be solved by a collective of industry, education and training providers, and by individuals businesses examining what they are doing today, and what they can do differently tomorrow. Arguably the Government possesses a key facilitative role through its different role as a provider of infrastructure, tourism promotion and education. The Solomon Islands can create the industry each day, and its actions today and tomorrow will determine the industry they have next year, and next decade. The Solomon Islands are a jewel in the South Pacific and with some further polishing, tourists will enjoy the aroa of the Solomon Islands people in increasing numbers.

Potential Future Steps

Because of the composite nature of the industry, and based upon the research team's direct observations of operations in Solomon Islands, there is a need for a strategy within sectors and at a national and local level which addresses key hospitality and tourism industry training needs. This type of strategy is currently non-existent, and as a result, it becomes difficult to plan for the future needs of the tourism and hospitality industry. There is a specific need for a strategy, which details the specific challenges facing the Solomon Islands tourism and hospitality industry, and best practice examples of how to address these challenges. The purpose of a Travel, Tourism and Hospitality Training Strategy is to ensure that the industry has the right people to grow and perform to the best of their abilities, and to ensure that all clusters within the industry are working together on the workforce-related issues that will influence the performance of the industry. Solomon Islands could take note of how its Pacific neighbour, New Zealand, has implemented a comprehensive tourism strategy that addresses specific issues pertinent to ensuring the sustainable development of New Zealand's tourism and hospitality industry. The New Zealand Tourism Strategy 2015 was launched with the support of then Prime Minister, Rt. Hon. Helen Clark, and provides the vision, values and direction to lead the tourism industry to the future supported by a strong New Zealand Tourism Association, National Tourism Board and Ministry who were all involved as co-authors of the document.

Ultimately, the Strategy aims to ensure tourism is the leading contributor to a sustainable New Zealand economy (Ministry of Tourism, 2010).

However, the development of a strategy within a developing country such as the Solomon Islands faces key needs. For example, when announcing new initiative in September 2009, Tourism Minister Seth Gukuna noted that only five provinces had tourism officers, paid for by their own provincial governments, while the other four provinces are without tourism officers. The initiative that was announced was the allocation of US\$ USD\$62,000.00 to develop the curriculum of the proposed tourism and hospitality course at the country's highest tertiary institute, the Solomon Islands College of Higher Education. It can be argued that in a developing country any initiative requires a structure that has a vested interest in sustained performance and which can champion innovation and change over, if necessary, decades. The tertiary education sector is well placed to fulfil this function. Its staff possess a strong motive to not only be successful in the short term, but to sustain that success, which can only be done by meeting the needs of a wide group of stakeholders that include students as potential employees, the industry as employers, industry, government and non-governmental organisations as recipients of research and consultancy, and communities in various roles as parents, tax payers and hosts to tourists. As discussed and illustrated by Jayawardena (2001) in the case studies of Guyana and Sri Lanka among other examples, the desire to develop courses and new qualifications including post graduate qualifications, generates a stream of individuals who have wider perspectives of the industry and of what can be achieved. Among these individuals are those who are the catalysts for change. The Solomon Islands College of Higher Education has, like other parts of the country, gone through a difficult period between 2000 and 2003, when, for a time, it operated only short courses, but in the reconstruction it has re-established full-time course and in 2009 opened a new School of Tourism. This, with the development of a training strategy represents a significant step toward normalisation and future development, and through the investment in the School, will provide a champion for training that the industry in the Solomons requires.

Conclusion

This paper has addressed the need to explore the hospitality and tourism training needs of developing nations, partly through the lens of

a non-Western perspective with specific reference to the Solomon Islands. Specifically, for Solomon Islanders, a tourist is a true guest who must be treated with *aroa*. Yet the Solomon Islands shares many similarities to other developing countries; they are seeking to achieve sustainable growth in their tourism and hospitality industry but are struggling with a number of internal and external issues. This paper has found support for tourism development based within a 'one-industry' concept; specifically, that the strength of a nation's tourism industry is influenced by all aspects of society. For example, an unstable government, and lack of a coherent tourism and hospitality strategy, combined with a lack of infrastructure planning, high crime and the influence of natural disasters have hampered the Solomon Islands' tourism and hospitality industry. Further, this paper has challenged an old Western argument that much employment in tourism and hospitality is viewed as menial, demeaning work; most Solomon Islanders employed in the tourism and hospitality industry are content and derive deep pride from their jobs. For many in the developing world, jobs in the tourism and hospitality industry are highly prized.

This paper has suggested the need for the Solomon Islands to develop a coherent tourism and hospitality strategy and noted the role of the tertiary sector within such a strategy. Currently, the tourism and hospitality industry of the Solomon Islands is suffering from businesses wholly competing with each other, rather than recognizing that cooperation is important for the collective good of the tourism and hospitality industry. Individual businesses are approaching training with caution; they fear that their investment will lead to a competitor's gain that training is too expensive, time-consuming, and/or that appropriate training facilities are not available in the Solomon Islands. Research shows that tourists are expecting increasingly high levels of service and professionalism from tourism and hospitality staff (Cukier-Snow & Wall, 1993); the Solomon Islands, like many developing countries, have the people and natural attractions to offer this type of experience. The paper notes the initial steps being taken by the government with the establishment of a new School of Tourism, and it has argued that this is potentially very important for it establishes a 'champion' for training that is aligned with international best educational practice, and which will serve as a continuing focus for skill enhancement at many different managerial and operative levels. With an increased focus on the training and development of tourism

and hospitality staff, and a coherent commitment to stable governance, reduced crime and improved infrastructure development, the Solomon Islands has the ability to truly become a Pacific paradise.

References

- Aboelmaged, M.G., (in press) *Predicting E-procurement adoption in a developing country: An empirical integration of technology acceptance model and theory of planned behaviour*. *International Journal of Contemporary Hospitality Management*.
- Ashmos, D. P., & Duchon, D. (2000). *Spirituality at work. A conceptualization and measure*. *Journal of Management Inquiry*, 9(2), 134-145.
- Baum, T. (2002). *Making or breaking the tourist experience: The role of human resource management*. In (ed) Ryan, C., *The Tourist Experience (2nd Ed): Continuum, London*. Pp94-111.
- BBC News. (2007). *Aid reaches tsunami-hit Solomons*. Retrieved 13 February, 2010, from news.bbc.co.uk/2/hi/asia-pacific/8441044.stm
- Berno, T. (1999). *When a guest is a guest: Cook Islanders view tourism* *Annals of tourism research*, 26(3), 656-675.
- Brewster, C., & Larsen, H.H. (2000). *Responsibility in human resource management in Brewster, C., and Larsen, H.H. (eds) Human Resources Management in Northern Europe: Trends, Dilemmas and Strategy*. Blackwell, Oxford. Pp 1-20.
- Budhwar, P.S. (2000). *Evaluating levels of strategic integration and development of human resource management in the UK*. *Personnel Review* 29(2):141-161.
- Choy, D.J.L. (1995). *The quality of tourism employment*. *Tourism Management*, 16(2), 129-137.
- Cohen, E. (1979). *Rethinking the sociology of tourism*. *Annals of tourism research*, 7, 18-35.
- Collier, A. (2006). *Principles of tourism*. Auckland, New Zealand: Pearson Hospitality Press.
- Cukier-Snow, J., & Wall, G. (1993). *Tourism employment: Perspectives from Bali*. *Tourism Management*, 14(3), 195-201.
- Department of Economic and Social Affairs. (2009). *World Population Prospects*.
- Dinnen, S. (2002). *Winners and losers: Politics and disorder in the Solomon Islands 2000-2002*. *The Journal of Pacific History*, 37(3), 285-298.

-
- *eTurboNews*. (2009). *Solomon Islands welcomes increase in tourists*.
 - Farrell, B.H. (1979). *Tourism's human conflicts: Cases from the Pacific*. *Annals of tourism research*, 6(122-136).
 - Hall, C.M. (1997). *Tourism in the Pacific Rim*. South Melbourne: Addison Wesley Longman.
 - Hall, C.M. (2003). *Introduction to tourism: Dimensions and issues*. Australia: Pearson Education Australia.
 - Jayawardena, C. (2001). *Creating hospitality management educational programmes in developing countries*. *International Journal of Contemporary Hospitality Management*, 13(5):259-266.
 - Lanfant, M. (1993). *Methodological and conceptual issues raised by the study of international tourism*. In D. Pearce & R. Butler (Eds.), *Tourism research: Critiques and challenges* (pp. 70-87). London: Routledge.
 - Martins, L.P. (2007). *A holistic framework for the strategic management of first tier managers*. *Management Decision* 45(3):616-641.
 - Ministry of Tourism. (2010). *NZ Tourism Strategy 2010*. Retrieved February 15, 2010, from <http://www.tourism.govt.nz/New-Zealand-Tourism-Strategy-2015/>
 - Rere, T. (1976). *Some aspects of Rarotongan life*. Suva, Fiji: University of the South Pacific.
 - Ross, H. (1991). *Controlling access to environment and self: Aboriginal perspectives*. *Australian Psychologist*, 26, 176-182.
 - Vusoniwailala, L. (1980). *Tourism and Fijian hospitality*. In F. Rajotte & R. Crocombe (Eds.), *Pacific tourism as islanders see it*. Suva, Fiji: University of the South Pacific.
 - World Atlas Travel. (2010). *Solomon Islands*. Retrieved 13 February, 2010, from <http://www.worldatlas.com/webimage/countrys/oceania/sb.htm>
 - Young, G. (1973). *Tourism: Blessing or blight?* Hammondsworth: Penguin.