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Assessment of Learning and Growth
Perspective as One of Balanced Scorecard
Dimensions and Its Impact on Employees'
Performance in Five-star Hotels

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RESEARCH JOURNAL OF THE FACULTY OF TOURISM AND HOTELS
MANSOURA UNIVERSITY
ISSUE NO. 11 (PART 2), JUNE. 2022

**Assessment of Learning and Growth Perspective as One of Balanced
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Five-star Hotels**

Abstract

Purpose- The hospitality industry based on performance of employees so, this paper aims to assessment of learning and growth perspective as one of balanced scorecard dimensions and its impact on employees' performance in five-star hotels in Cairo, Egypt and investigate the usage of it to enhance the performance of employees in five-star hotels in Cairo, Egypt

Design/methodology/approach- This paper discusses a wide-ranging background and literature review that focuses on the implementation of learning and growth perspective on the performance of employees in hotels. With the distribution of 276 valid questionnaires on employees working at room division on 30% of Egyptian hotels in Cairo the researcher applied the

structural equation modeling AMOS version 23 to test the study hypotheses

Findings Learning and growth perspective impacts on employees' performance significantly the results show, that there is a statistically significant relationship between learning and growth perspective and all dimensions of employees' performance according to results of research show that task performance (0.89), contextual performance (0.69) and adoptive performance (0.58). Therefore the senior management must confirm the fairness of distributing work duties among employees. Hotels should take care of raising learning and growth for employees through seminars, training, and workshops Research Learning and growth Perspective helps to develop employee's performance through increasing loyalty

, skills , knowledge , empowerment, and teamwork effectiveness

implications/limitations – the Egyptian hotels association should pay more attention to the important role of a balanced scorecard and accreditation in hotels as an evaluation tool, The importance of setting up an administrative unit dealing with the psychological and social aspects of the employees at hotels, Hotels has to take care of raising learning and growth for employees through seminars, training, and workshops. The current study, like any other, has some limitations such as Covid-19 pandemic, lockdown, and lack of previous studies were implementation on employees' performance

Key words

Balanced Scorecard, Employees' Performance, Learning and Growth Perspective and Five-star Hotels

Introduction

The term balanced scorecard has been tracked from Kaplan and Norton since 1990s where it is meaning the balanced scorecard was thought to be about measurement, not about strategy. By the year 2000, some surveys indicated that many of organization in the United States and Scandinavia used scorecards or at least intended to do so soon (Nils-Göran Olve, 2003). Other studies indicated that the performance was measured in over 64 percent of organizations by using perspectives in a similar way to the balanced scorecard (Kurtzman, 1997).

Balanced scorecard consists of four dimensions (learning and growth perspective, customer perspective financial perspective and internal process perspective this research focuses on learning and growth perspective because another studies applied this dimension in different filed such as banks ,suitability, hotels, marketing ,human resource management and factories) furthermore, this study come to Measure the extent implementation of learning and growth Perspective as one of balanced scorecard dimensions and its impact on the employees' performance in five stars hotels in Cairo(Rafiq, et al, 2021; Al-Bahi, et al., 2021; Qiao, and Li.,2021; Gao and He 2021)

There are only a few examples of studies that discuss the BSC in the hospitality discipline. The first research of the BSC was conducted within the

Hilton and Marriott franchisee White Lodging Service (Alewine & Stone, 2018; Dias-sardinha, et al., 2019; Denton & White, 2000; Huchkestein & Duboff, 1999).

The objectives of the study are to determine the challenge facing applying learning and growth perspective as one of balanced scorecard dimensions and its impact on the employees' performance in five stars hotels in Cairo, To Measure the extent implementation of balanced scorecard and its impact on the performance of employees in five stars hotels in Cairo, and finally, provide recommendations that would improve the balanced scorecard's usage as an employees' performance measurement tool in hotels(Thia and Cuong ,2020).

Learning and Growth Perspective

This perspective takes into account how an organization learns and makes changes and improvements so that long-term value formation can be recognized. The perspective mainly focuses on the competences of people (employees), systems, and procedures applied in attaining advance performance in internal processes (Balanced Scorecard Institute, 2015). Globally, BSC is a powerful management reporting system that can channel people's energies toward achieving long-term strategic goals perspective (Ridwan and Sudirman, 2021; Chalmeta, and Barqueros, 2021).

The learning and growth Perspective is a component of the balanced scorecard that refers to intangible assets (such as staff skills and abilities)

that are needed to keep internal processes running smoothly. It includes the jobs, systems, and culture of the companies, all of which are crucial to their sustenance. Improvements in the learning and growth domain can sometimes obstruct short-term achievements in order to facilitate long-term success. Employees' performance integral parts of the hotel's growth and success. Managers in the hospitality industry know that they must have the best employees to get a competitive advantage. Learning and growth has become a priority for hospitality industry worldwide).(Harris and Mongiello (2016) ; Doran et al.,(2017)

The learning and growth perspective emphasizes on the effects of organizational alignment such as teamwork, leadership, culture, and the quality of information systems such as networks and databases, and skills and training of employees to

support the realization of organizational perspective. The objectives of the business will also be achieved when it has skilled employees, quality information systems, and a culture that leads to the production and delivery of quality goods and services to the customers (Zahoor and Sahaf, 2019 ; De Waal, 2018;Yahanpath et al., 2019)

Atefa and Baladi, (2020) classified the learning and growth perspective into two dimensions , the ability of employees (skills, training, and knowledge), and the quality of information systems (systems, databases, and networks)

Learning and growth perspective can provide employees with the knowledge and skills they must maintain in order to develop. Dhillon, (2020)

assured that "learning" is more than "training," and includes internal resources such as mentors and tutors to improve employees' performance and follow up them through the team of BSC within hotels, Furthermore balanced scorecard depends on learning and growth to increase the employees' awareness to achieve the hotel's vision, mission and strategic objective .(Niven, 2019)

De Peuter, (2019) recommended that learning and growth perspective, through seminars, workshops, and training increases the employees' awareness about the importance of applying the balanced scorecard in the hotels.

In this respect, if the hotels generally seek to achieve their goals and activities through proper performance, and this performance comes through the development of employees and searching for

them in the external labor market or internal labor market. Employee learning and growth means several things to several people, it means some high-value management for employees, the other side means, generally, how can apply the balanced scorecard to all employees within hotels, which means that all employees should be aware of the functions of the balanced scorecard within the hotels

Learning and growth perspective discuss the ways to improve the staff capability through training, development sessions, and practical training in International hotels conducted by specialized entities (Chalmetaa and Barqueros et al., 2021; Al-Bahi et., el 2021).

The importance of learning and growth perspective in hospitality

Through the previous definitions and practices of learning and growth perspective, the necessity and significance of employees performance for hotels; whereas, it shared in various practices that make it of high importance. Such factors are as follows: (Doran et al 2018 ;Walaa et al., 2020).

1. Identify talented employees and associated roles, which is strategically important for the development of a long-term plan to provide human resources.
2. Find the best employees in the hotels who have the ability to develop their skills.
3. Retain the employees to confront the strategic future demand.

4. Receive feedback to ensure meeting the strategic needs of the hotels.
5. employees always provides continuous achievements within the hotels , achieving competitive advantage of the hotels to provide the skill set and effective leadership at all levels who are ready to face future challenges
6. The appointment of qualified employees in key positions in the hotels to achieve the hotel's goals

The relationship between Learning and growth perspective and employees' performance

Learning and growth perspective increase the employees' job skills and knowledge while also increasing their self confidence in their work. This will enhance their productivity by allowing them to work more efficiently and effectively. Learning

and growth perspective is an important part in balanced scorecard, in order to enhance employees' performance, with a higher customer satisfaction. Respectively it helps putting their skills to better use and specialization in their work. (Eldeeb and Halim, 2019)

The major goal of a learning and growth perspective is to point that all employees have the technical skills they need to do their jobs effectively and efficiently increase efficiencies in processes, increase motivation and engagement, reduce employee turnover and risk management

Learning and growth perspective opportunities funded by the employer appeal to employees because they broaden their skills without spending their own money. This shows the employees that the company cares about them enough to invest in

them. Employees also enjoy the chance to gain more experience and knowledge that could open up advancement opportunities in the future. Learning new aspects of the business motivates the employees to implement the knowledge, which can increase productivity and quality of work. Satisfied, productive employees create an environment that encourages loyalty and low turnover. A satisfied workforce also helps you attract new candidates when you need to fill a position. (Urquía et al., 2021; Bohm, 2021)

Employee learning and growth means several things to several people, it means some high-value management for employees, the other side means, generally, how can apply the balanced scorecard to all employees within hotels, which means that all employees should be aware of the functions of the

balanced scorecard within the hotels. (Doran et al., 2018; Atefa and Baladi, 2020)

Improve the learning and growth of employees to enhance their performance. Other studies including (Bates et al., 2013; Mc Whorter, 2013; Cavalluzzo & Ittner, 2014; Robinson & Morley, 2016). Found the successful application of BSC as a performance measurement system in bank organizations. From the foregoing, there is clear that BSC plays a significant role in improving performance

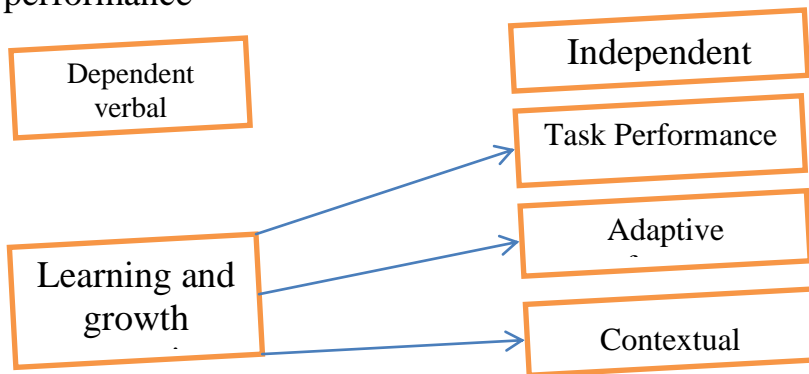


Figure5: Conceptual Model of Research

Employees' Performance

The meaning of employees' performance is exactly the same as job performance. According to Kahya's articles there identified three dimensions of employees' performance, task performance, contextual performance and adaptive performance (Kahya, 2019; Akinyele,2010; Anil,2012; Leigh,2015; Van De Voorde et al., 2018). Task performance is the behavior of the employee that directly involved in producing goods or service activities provides indirect support for the organization's core technical processes. Task performance means when employees uses their specifics skills and knowledge to support the organization's core technical processes (Mwitam, 2017).

Employees' Performance is a set of behavioral results, which contribute to achieving organizational goals, taking into account the performance of specific tasks using available resources, and attention to some other variables; Such as success in maintaining good internal relationships, absence behaviors

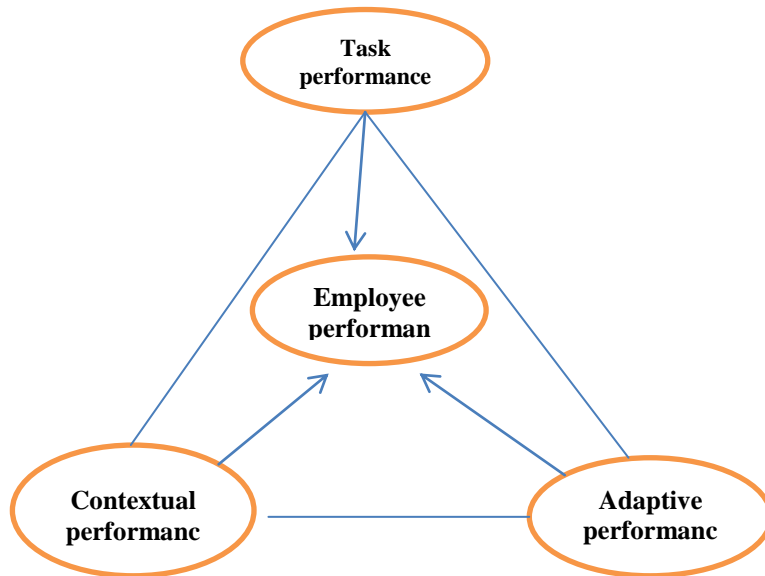
Employees' Performance can be defined in a variety of ways, but the origin of performance in business and human resources management can be traced back to Frederick Taylor's "scientific management" concept, which proposed that human activities could be measured, analyzed, and controlled through the activities and tasks performed by workers(Zoghbi.et al., ,2018) . Employees' Performance is the behavior of the employee that directly involved in producing goods or service activities provides indirect

support for the organization's core technical processes as defined by (Tüysüz & Yıldız, 2020). That employees' performance means the quantity and quality of work results achieved through the worker's fulfillment of his duties and responsibilities

The importance of employees' performance must be understood by the management and taking steps to develop and motivate employees to perform well. When the performance of organization effectively, it may take the lead the market and grab the opportunities available in the market. Employee performance is more significant in this industry as employees are having direct contact with the customer and also it is employee of the hotel industry that pleases its customers (SHIK, 2017). The motivation of the employees is a major issue in hotel industry as it directly

corresponds to employee turnover and overall quality of service of the concerned hotels (Chen, 2013)

Many researchers explained the topic of employees' performance from different dimensions, according to Kahya, (2009); Akinyele,(2010); Anil,(2012); Leigh and Richards,(2015); Rabindra and Lalatendu,2017: Van De Voorde et al., (2018) agreed by most researchers these dimensions are as follows:



task performance has two types one of them is activates which transfer row martials into the goods and services that the organization produce such as operating a production machine system in manufacturing plant and selling merchandise in are retail store. The second is concerned with the final product or service to obtain the customer satisfaction thus, finds the two types complement each other (Ainsworth et al., 2018).

Contextual performance, on the other hand, it has two forms. First is behavior that aims mainly at the organization's smooth operation. Secondly, behavior helping to change and enhancing the working practices and organizational processes. Having an effective performance of the employees will affect the organization's efficiency, revenue,

income and market position (Van De Voorde and Beijer, 2015).

Adaptive performance reflects the need to clearly address employees' adaptability to the changes in the work environment. At the individual level, adaptive performance can facilitate positive outcomes such as enhanced performance capability and career success (M. A. Griffin, Neal, & Parker, 2007; Shoss, Witt, & Vera, 2012). Employees' adaptive performance can also lead to organizational outcomes including managing change, organizational learning, and keeping up with changing customer expectations (Dorsey, Cortina, & Luchman, 2010)

Factors Affecting Employee Performance

There are many factors that affect the employee performance. Some factors are related to the employee himself/herself like skills, abilities, traits, experience and knowledge that are used to perform work in an effective and efficient manner (Dukhan, et al. 2017).

1. The work environment such as motivation.

The firm motivates employees and tries to satisfy their requirements in order to improve their performance to achieve its objectives (Vipraprastha, et al. 2018)

2. Also providing employees with suitable rewards lead to create positive attitude

toward their jobs which appreciate their productivity (Sandhu, et al. 2017).

3. Participating them in decision making process increases their productivity (Soomro, et al. 2018).
4. Leadership style affects employee performance so, Successful leader means successful performance of employees (Utama, et al. 2018).
5. Other factors are related to stress such as job stress, physical stress, and physical burnout. This happens when the firm asks employee to achieve specific level of work, while he/she does not have enough

abilities to do it (Shaikh, et al. 2017) .

Research Methodology

The Research Population and Sampling Technique

The researcher focuses on the room's division because it is playing an important role in the working process of a hotel, It is also the first point of contact between hotel staff and guests, and it effects on the total profit and revenue of the hotel The distribution of the questionnaire was during the moderate season and took nearly a three months (from January 2020 to march 2020). Total of 300 questionnaire forms were distributed , 276 completed forms were valid for the analysis and after doing outlier analysis Mahalanobis test, it is according to

<http://www.raosoft.com/samplesize.html> web site use this equation, and select margin of error 5% , confidence level 95 , population size 2000 because all hotels in Egypt after pandemic of covid 19 working by half load(50%) of employees as a Precautionary measures so population size was 1000), the response distribution 50% after calculated it recommended sample size 276

A sample from Five-star hotels was chosen to carry out the current research. They are -:

- Marriott Cairo Hotel
- Concorde El Salam Cairo Hotel
- Fairmont Heliopolis Hotel
- Holiday Inn Cairo City Stars
- Sonesta Hotel Tower & Casino Cairo
- Nile Ritz-Carlton Cairo
- Holiday Inn Cairo Maadi

- Ramses Hilton Cairo
- Intercontinental Cairo Citystars Hotel
- Sheraton Cairo Hotel

Research hypotheses

In an attempt to achieve the research goals, three hypotheses are developed as follows:

- ✓ There is positive statistical significant relationship between learning and growth perspective and task performance
- ✓ There is positive statistical significant relationship between learning and growth perspective and contextual performance
- ✓ There is positive statistical significant relationship between learning and growth perspective and adaptive performance

Data Analysis

A Software Package for Social Sciences (SPSS 23) was used for data analysis. Descriptive analysis was conducted to illustrate respondents' profile.

Moreover, the research data was screened and research hypotheses has been examined via SEM using AMOS 19. Moreover, validity, reliability analysis and second order confirmatory factor analysis (CFA) were undertaken to develop the final research structural model.

Table (4.1) Demographics data of The Respondents

Table 2 :Demographic Data		
Characteristic data of Employee	Frequency	Percentage %
Gender		
Male	218	78.4%
Female	58	21.0%
Age		
Less than 20 years	32	11.6%
From 20 to less than 40 years	162	58.6%
More than 40 years	82	29.7%
Marital status		
Single	117	42.4%
Married	148	53.7%
Divorced	11	3.9%
Education		
Secondary school	121	43.8%
Bachelor	140	50.7%
Diploma	15	5.4%
How long have you been working in this department?		
Less than six months	19	6.8%
From six months to less than one year	18	6.7%
From one year to less than three years	91	32.9%
More than three years	148	53.6%

The data presented in Table (4.1) shows that the (78.4.1%) of all respondents were males, while (21.0%) of them females. With regard to age, the tabulated data stated that age category (less than 20 years) represents (11.6%) of all respondents, while the highest percentage of employees' ages was found in the range from 20 to less than 40 years (58.6%) of all respondents and (29.7%) of them had age category more than 40 years.

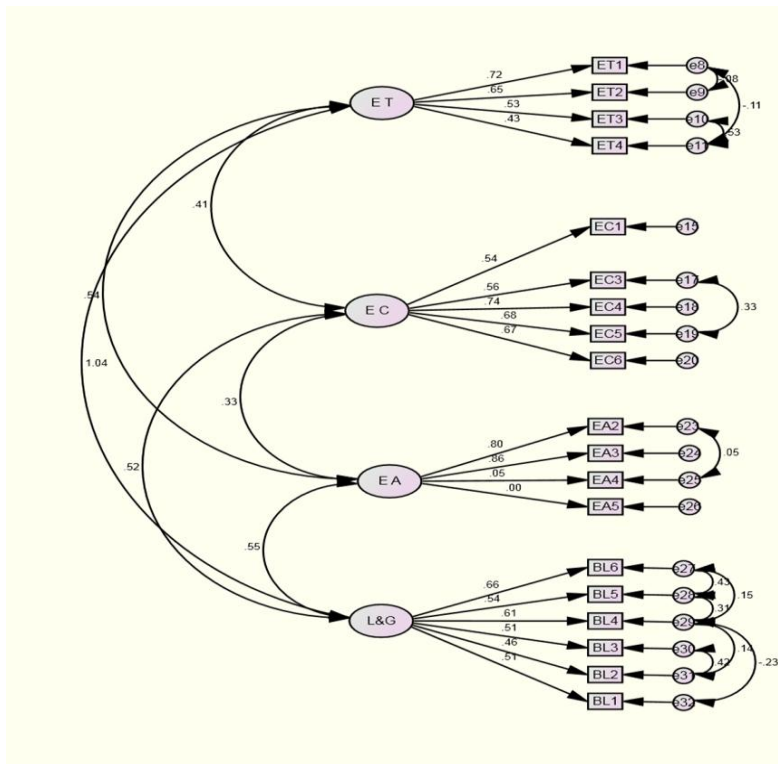
The educational level of respondents was distributed as follows: secondary school had the highest percentage which represents (43.8%), university and high institute education (50.7%) of all respondents, post graduate was only (5.4%) of all respondents the following spread was found in terms of the marital status: (42.4%) of all

respondents were single, while (53.7%) were married, and only (3.9%) were divorced.

Concerning, the employees' time of work in the hotel. This question divided into four categories. The first were those who work for less than six months represents (6.8%) of all respondents. (6.7%) of them have been working from six months to less than one year, while the majority of the respondents (32.9%) have been working from one year to less than three years and (53.6%) of them work more than three years

CFA Results for Measurement Model Constructs

Issues of validity and reliability in measurement have traditionally been dealt with by examining the validity and reliability of scores on instruments used in a given context. Given an



acceptable level of validity and reliability of the result, the scores are used in the statistical analysis.

After doing a confirmatory factor analysis from each dimension a question has been removed e.g. a question from task performance, contextual performance and adoptive performance, to enhance the factor loading of task performance

According to Hair et al (2014), the measurement model specifies the indicators for each construct and enables an assessment of construct validity. Construct validity means the extent to which a set of measured variables represent the theoretical latent construct they are designed to measure. Moreover, it measures the relationships between the observed variables (indicators) and the unobserved variables (constructs) as stated by Van de Wijngaert (2010). According to Hair et al

(2014), measurement model validity depends on establishing acceptable levels of goodness-of-fit for the measurement model and finding specific evidence of construct validity

Incremental fit indices differ from absolute fit indices in that they assess how well the estimated model fits relative to some alternative baseline model. The most common baseline model is referred to as a null model, one that assumes all observed variables are uncorrelated. Also, they are sometimes referred to as comparative fit indices. To verify the fitness of all the measurements, the confirmatory factor analysis (CFA) was conducted as well as, the following measures were adopted the Goodness-of-Fit Index (GFI), Adjusted Goodness-of Fit Index (AGFI), Root Mean Square Error of Approximation (RMSEA), Normed Fit Index (NFI), and Comparative Fit Index (CFI) to

assess the fitness of the suggested model. Accordingly, the fit indices indicate that the measurement model has a good fit to the data CMIN/DF (2.051), CFI (0.916), and TLI (.894), RMSEA (.062 .)

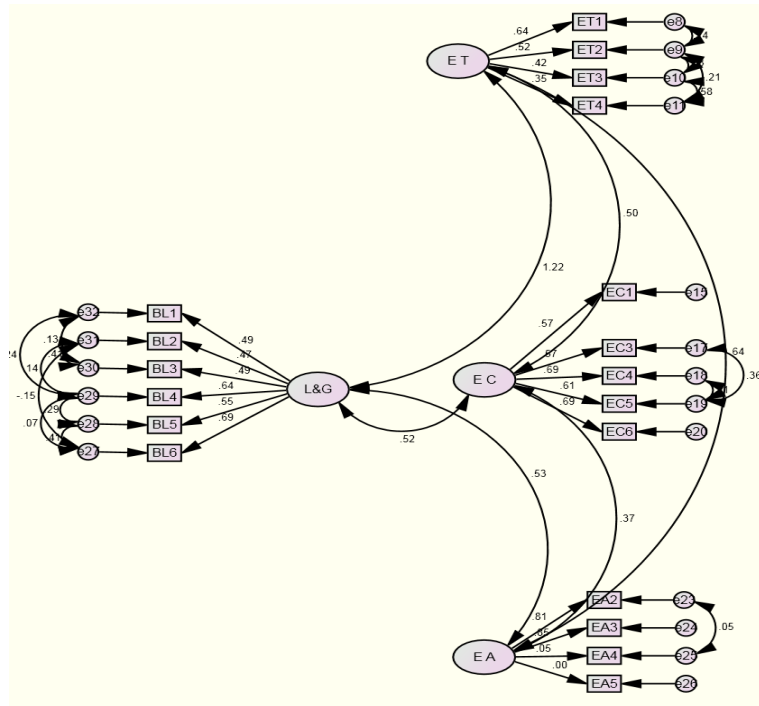
Table 7: The Results of Measurement Model			
Fit index	Referenced value	REFERENCES	The study results
CMIN/DF	< 5	Hair et al. 2010, p. 667; Steiger 2007	2.051
CFI	> 90	Hu and Bentler 1999	.916
TLI	>90	Hu and Bentler 1999	.894
IFI	>90	Iacobucci, 2010; Hooper et al. 2008; Hu and Bentler 199	.900
NFI	>0.95	Steiger,2007; Hair et al. 2010,	.851
RMSEA	<0.08	Steiger,2007; Hair et al. 2010,	.062

Scale Reliability and Validity

Reliability is one of the major criteria for evaluating research instruments reliability

coefficients of the dimensions were calculated to examine the internal consistency of the scale. The results of the reliability analysis indicated that the learning and growth perspective scale had good internal consistency (0.809) for the dimension of task performance, (.720) for the contextual performance, (.788) for the dimension of adoptive performance (.592).

Construct	Sub-construct	Final No. of Items	Cronbach's Alpha
learning and growth perspective	total	6	.809
task performance	total	4	.720
contextual performance	total	6	.788
adoptive performance	total	4	.592

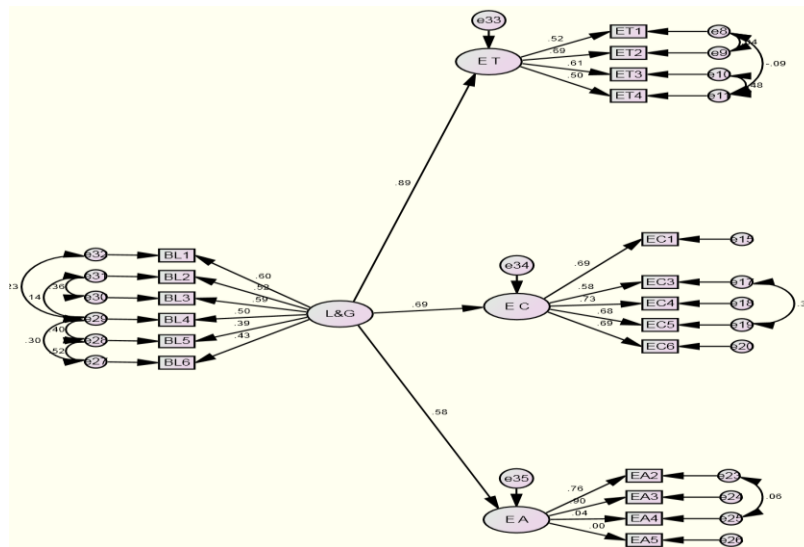


The Results of Measurement Model

Table 7: The Results of Measurement Model			
Fit index	Referenced value	REFRANCESS	The study results
CMIN/DF	< 5	Hair et al. 2010, p. 667; Steiger 2007	1.80

CFI	> 90	Hu and Bentler 1999	.838
TLI	>90	Hu and Bentler 1999	.918
IFI	>90	Iacobucci, 2010; Hooper et al. 2008; Hu and Bentler 199	.839
NFI	>0.95	Steiger,2007; Hair et al. 2010,	.873
RMSEA	<0.08	Steiger,2007; Hair et al. 2010,	.054

Figure 3: The Test of Hypotheses.



The table (4.9) shows, that there is a statistically significant relationship between learning and growth perspective and all dimensions of employees' performance according to results of research show that task performance (0.89), contextual

performance (0.69) and adoptive performance (0.58). learning and growth perspective helps to improve employees' performance results indicated that most of the respondents agreed that learning and growth perspective helps to develop employees' performance through increasing loyalty, skills, knowledge, empowerment, and teamwork effectiveness furthermore, learning and growth Perspective helps and effects on employees' performance (EP) Thus, the results confirmed the results of previous studies (Avkiran, 2002; Mostafa, 2007; Rickards, 2007)

Recommendations

- ✓ Hotels in Egypt must apply all dimensions of balanced score card in hotels to achieve the best results and improve their employees' performance.

- ✓ Hotels has to take care of raising learning and growth for employees through seminars, training, and workshops
- ✓ The importance of setting up an administrative unit dealing with the psychological and social aspects of the employees at hotels
- ✓ Benefit from the experiences of successful companies, in the application learning and growth, and their adoption in the hotel symmetrical with the work environment.

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