



Mansoura University
Faculty of Tourism and Hotels

**The Impact of Human Resources
Management Practices on Organizational
Performance in Hotels**

By

Dr. Nancy J. Kamel

*Cairo Higher Institute for
Tourism and Hotels, Hospitality
Department*

Dr . Ahmed M Hassanin

*Lecture, Faculty of Tourism and
Hotels , Mansoura University.*

**RESEARCH JOURNAL OF THE FACULTY OF TOURISM AND HOTELS
MANSOURA UNIVERSITY
ISSUE NO. 12, DECEMBER. 2022**

Abstract

Basically Human Resources Management (HRM) is a series of integrated decisions that form the employment relationship. The human resource department plays a major role in hotel industry in helping plan the system and performance standard. Human resource management methods are a crucial part of the HRM process, thus it's crucial to look into how they are being adopted in the service sector. Since the productivity and efficacy of people in firms primarily drive the service sector. This study aims to illustrate the impact of human resources management practices on organizational performance in a sample of five star hotels in Greater Cairo. To achieve this aim, a self-administered questionnaire was used to investigate the hotel employees' in terms of HR practices and its impact on organizational performance. A total of 300 forms distributed to hotel employees; 253 completed forms were valid representing 84% response rate. The findings showed that HRMP (selective hiring, employee training and compensation and rewards) positively affect organizational performance. The study recommended that hotels must have an effective recruitment strategy in order to hire qualified and competent employees.

Key words: Human resources management, human resources practices, organizational performance

1. Introduction

Most experts and practitioners today agree that human capital is one of the most crucial components of any business since it allows for the achievement of organizational goals. Organizations use human resource management (HRM) to strategically manage their workforce in order to maximize productivity. In order to provide their customers with higher-quality services, to improve their performance, and to boost their profitability, all service firms must manage their human resources effectively (Cristiani and Peiro, 2014). Seyed and Farideh (2017) posited that, Human resource management practices are a set of internally consistent rules and practices that are established and implemented to ensure that a company's human capital contributes to the attainment of its business goals and organizational performance. Mohanad and Ibrahim (2019) opined that, organizational performance refers to attitudes that have been evaluated or measured in terms of their contribution to organizational objectives. A human resource strategy outlines the organization's goals for its human resource management policies and how implementing them will contribute to the accomplishment of those goals. Human resource procedures including hiring and firing, training and development, salary and benefits, employee retention, evaluation, and promotion are ones that have always been done and have emerged as crucial components of an organization. (Hayes and Ninemeier,

2009) Additionally, HRM procedures are regarded as a crucial element of organizational strategy (Boxall and Purcell, 2003). So, this study aims to illustrate the impact of human resources management practices on organizational performance.

2. Literature Review

2.1. HRM Practices in Hotels

The science and practice of human resource management (HRM) focuses on the nature of the employment relationship and all decisions, activities, and problems that pertain to this connection. The human resource practices model established by Sharma and Khandekar (2006) is intended to increase employees' aptitude and level of engagement at work. This shown that employee engagement is strongly influenced by human resource procedures.

Human resource management techniques are a collection of organizational activities used to manage and enhance human resources and ensure that these crucial resources are used effectively to achieve organizational goals (Wright and Boswell, 2002). Additionally, human resource management methods are a crucial part of the HRM process, thus it's crucial to look into how they are being adopted in the service sector. Since the productivity and

efficacy of people in firms primarily drive the service sector (Alleyne *et al.*, 2016).

Organizational performance and human resource management have a significant and beneficial relationship, according to recent HRM literature. In order to accomplish organizational goals and objectives, it is crucial to effectively manage an organization's human resources. Since the hotel sector must be labor-intensive, HRM practices are particularly crucial, and it would be wise to implement efficient human resource practices and regulations in order to succeed in the competitive market (Alleyne *et al.* 2016). The hotel business is a significant portion of the service sector and has received very little research on HRM practices in addition, managers' lack of interest in HRM and poor procedures have frequently been noted in the hotel business. When selecting to carry out the hiring, training, and management process of a dedicated, capable, well-managed, and motivated workforce that can deliver high-quality results, businesses and managers in the tourism industry encounter problems. Due to this, a thorough grasp of HRM procedures and policies is required in order to reveal hidden causes and foster optimism in the management of human resources. (Nickson, 2007).

The following are the key methods of human resource management practices: recruitment, staffing, job descriptions, training, empowerment, problem-solving, job

design, compensation, performance evaluation, employee motivation, and employee development are all important aspects of hiring employees. Internal job opportunities, promotion evaluation, and incentive programs (Cho *et al.*, 2006). Moreover, according to Moideenkutty and Sree Rama Murthy (2018) human resources management practices include procedures for handling matters that are crucial to these fundamental areas, including the management of administrative issues and the promotion of workforce engagement, evaluation, the application of knowledge, and capacity preparation. The literature on human resource management methods, such as employee training, selective hiring (recruitment), compensation and rewards, will be discussed in the following section with the goal of determining their impact on organizational performance.

2.2. Selective hiring (recruitment)

The initial contact a company has with a potential employee is referred to as recruitment. Recruitment is defined as the process of identifying and locating qualified candidates for positions, including the proper person for the job. The process of presuming adequate and capable persons and motivating them to apply for work with the organization is known as recruitment. HR is responsible for developing and implementing a recruitment strategy to meet the hotel industry's staffing demands. Typically, the procedure begins

with the creation of requirements based on the job description and concludes with the appointment of the successful applicant (Boella and Turner, 2005). Zhao and Zhou (2020) demonstrated that hiring the proper people allows a company to make the most use of its resources, improves overall efficiency, and reduces training and development expenditures. Rioux and Bernthal (2015) discovered that the better an organization's recruitment and selection approach, the better the outcome. Furthermore, recruiting sources have been linked to employee performance, absenteeism, and work attitudes.

H1: Selective hiring (recruitment) is positively associated with organizational performance

2.3. Employee Training

Training, according to Evan and Davis (2005), is "the breadth of institutionalized programs to acquire knowledge, skills, and capacities." According to Siddiqui (2017), skilled employees help firms thrive and generate profits, as well as help them react to the occurrence of rapid changes, particularly in unpredictable crises, which tend to harm many organizations. Training is essential for preserving organizational productivity and market competitiveness. It is critical to stress that firms should not wait for a crisis to train their personnel, but instead do it ahead of time. Furthermore, Azic (2017) demonstrated that one of the five most important elements influencing productivity in small

hotels was staff training and development. Furthermore, personnel training is critical so that the organization may achieve a reasonable investment return on its business (Jerris, 1999). Training can provide numerous benefits, including increased organizational productivity, increased employee retention and satisfaction, and increased organizational engagement, among others (Lashley, 2002). The primary goal of training is to increase employees' performance in the workplace. Some investigations have discovered that employee training improves organizational and individual performance (Prabhu *et al.*, 2019). Successful training not only improves the effectiveness of employees' skills and knowledge, but it also improves employee happiness, which is critical for achieving organizational goals (Guest *et al.* 2020).

H2: Employee training is positively associated with organizational performance

2.4. Compensation and Rewards

Compensation is a human resource management function that deals with all types of rewards that workers receive in exchange for doing organizational responsibilities, with the goal of producing an employee who is interested in the work, satisfied, and motivated to do a good job for the employer (Ivancevich, 2014). Compensation is defined as the direct and indirect compensation received by employees in an organization in order to increase employee happiness

and retention while also improving performance. Wages, salaries, bonuses, and commissions are examples of direct compensation. Incentives, medical benefits, housing allowances, annual leave allowances, and training opportunities are examples of indirect compensation (Adeniji and Osibanjo, 2012). By recognizing highly outstanding employees, HR managers can use incentive as a tool to drive staff. They can use various recognition schemes, such as "employee of the month" and meeting compliments. They can also reward such personnel with a wage raise and educational assistance, among other things.

Every employee has a unique set of needs and motivators. As a result, hotel management must carefully select the appropriate rewards that address individual demands. Some people are driven by money, but others are motivated by recognition, job development, or personal growth; these are not immediate or direct financial advantages. As a result, assuming that everyone has the same motive and need is incorrect (Lai, 2009). According to research, most employees in the hospitality business desire HRM praise, recognition, and compensation to motivate them to be more productive (Barrena et al., 2017). Furthermore, the primary goals of rewards are to attract and retain employees, to inspire people to attain high levels of performance, and to elicit and reinforce desired employee behaviour. According to Bartol et al. (2015), pay outcomes should include

increased employee satisfaction, lower employee turnover, and greater organizational performance.

H3: Compensation and rewards is positively associated with organizational performance

2.5. Relationship between HRM practices and organizational performance

The literature reveals a variety of conclusions regarding the relationship between HRM practices and organizational performance. Katou and Badhwar (2016), for example, defined HR practices that influenced performance as recruitment, training, promotion, incentives, benefits, involvement, and health and safety. Hassan (2019) researched the impact of Human Practices on employee performance in the workplace, and the study discovered a significant link between HRM practices (pay, career planning, performance appraisal, training, and employee involvement) and organizational performance. Moreover, HRM techniques are designed to improve employees' attitudes (commitment) and, as a result, performance (Cai *et al.*, 2019). Furthermore, Muslim et al. (2019) investigated the effect of human resource management methods on organizational performance as well. The study's findings revealed that selective recruitment (including thorough job definitions), training and development, performance appraisal, career planning, employee participation, and

compensation all had a substantial impact on organizational performance.

3. Methodology

A Self-administered questionnaire perspectives in was adapted to investigate the employees' in terms of HR practices and its impact on organizational performance in a five-star sample of hotels in Greater Cairo. A total of 300 forms (30 each) distributed to hotel employees; 253 completed forms were valid representing 84% response rate (see Table 1).

Hotels	Valid Forms	
	Freq.	%
Ho1	23	77
Ho2	24	80
Ho3	26	87
Ho4	29	97
Ho5	25	83
Ho6	25	83
Ho7	27	90

Ho8	23	77
Ho9	24	80
Ho10	27	90
Total	253	84

The questionnaire consists of two sections. The first section focused on the profile information. The second section dealt with the level of agreement of employees with factors and sub-factors relating to HR practices and organizational performance. A five-point Likert scale was used, where 1 “strongly disagree” and 5 “strongly agree”. In order to analysis survey data, a software package for social sciences (SPSS 25) was used. Descriptive data analysis was conducted to illustrate respondents’ profile. To examine research hypotheses, multiple regression was conducted.

4. Results and discussion

4.1. Demographic Data Analysis

Employees' profile data was included their departments; gender, age as well as the length of employment with their current employer (see Table 2).

Table 2: Employees' Demographic Data		Freq.	%
Department	Front Office Department	115	45
	Food & Beverage Service Department	61	24
	Housekeeping Department	48	19
	Kitchen Department	29	12
Gender	Male	179	71
	Female	74	29
Age	25 years or under	67	26
	From 26 to 35 years	103	42
	From 36 to 50	72	28
	Over 50 years	11	4
Employment Years with the current	Less than a year	59	23
	From 1 to less than 5 years	119	47

hotel	From 5 to less than 10 years	51	21
	10 years or more	24	9

As shown in Table 2, it can be noticed that 45% of the employees were working in the front office department, 24% were working in food & beverage service. While, 19% of the employees were working in the housekeeping department, and only 12% of them were working in the kitchen department. The table also illustrates that 71% of the employees were males compared to only 29% were females.

Concerning the employees' age, 42% of them were in the age between 26 to 35 years; then the employees' age from 36 to 50 years with a percentage of 28%. Furthermore, 26% of the employees were from 25 years or under, and only 4% of the employees over 50 years, which indicates the majority of employees working in the hotels were young employees. As mentioned before notwithstanding that furthestmost of the employees were youth, but they had acceptable experience in hotels, as 47% of the employees were working from one to less than five years. Additionally, 23% of them were in their current hotels less than one year. Also, 21% of the employees were working

Table 3: Descriptive Analysis of Measurement Scales

from five to less than ten years, and only 9% of them were working for ten years and more.

4.2. Descriptive Analysis of Measurement Scales

As shown in Table 3, the descriptive analysis of the employees' questionnaire items including means (M) standard deviations (SD) as well as Cronbach's alpha.

1- HR Practices	Mean	SD	α
A- Selective Hiring (Adopted from Cho et al., 2006)			
My hotel recruits employees through open advertisements	4.21	0.921	0.886
My hotel has a good recruitment polices	3.95	0.883	
My hotel selects employees on the basis of skills	3.77	0.756	
My hotel has a standard recruitment procedure	2.84	0.671	
My hotel fills vacancies without delay	3.96	0.551	
B- Compensation and Rewards (Adopted from Cho et al., 2006)			
My hotel gives enough salary to employees	4.36	0.886	0.913
Benefits received by employees are equal with the hotel	4.02	0.678	
Compensation is directly related with performance of employees in the hotel	4.67	0.912	
My hotel provides compensation as employees expected	4.08	0.935	
My hotel gives rewards to employees for excellent performance	3.95	0.771	
C- Training and Development (Adopted from Cho et al., 2006)			
My hotel gives a variety of trainings to their employees	4.12	0.912	0.776
Employees have opportunities to learn new things through trainings of the hotel	3.95	0.744	
My hotel arranges sufficient number of trainings to employees	3.84	0.826	
My hotel provides trainings for development of employees	4.38	0.732	
My hotel gives trainings in all departments for employees	4.85	0.762	
2- Organizational Performance (Adopted from King et al., 2010)			
My hotel Is more competitive	4.08	0.882	0.825
My hotel Is growing faster	3.85	0.695	
My hotel Is more profitable	3.95	0.736	
My hotel Is more innovative	4.36	0.772	

The data in Table (3) are discussed as follows:

1. HR Practices

A. *Selective Hiring*

Regarding to selective hiring the mean score for the statement (My hotel recruits employees through open advertisements) was the highest on a total scale with a mean score of (4.21) and SD (0.921) followed by (My hotel fills vacancies without delay) with a mean score of (3.96) and SD (0.551). Moreover, the mean score of the statement (My hotel has a good recruitment polices) was (3.95) and SD (0.883) followed by (My hotel selects employees on the basis of skills) with a mean score of (3.77) and SD (0.756). The last statement (My hotel has a standard recruitment procedure) was (2.84) mean and (0.671) SD. The average mean score of the overall selective hiring scale is (3.74). These findings agreed with Zhao and Zhou (2020) who established that hiring the right people lets a corporation to make the most use of its resources, thereby increasing overall efficiency.

B. *Compensation and Reward*

In regards to the, compensation and reward the mean score for the statement (Compensation is directly related with performance of employees in the hotel) was the highest on a total scale with a mean score of (4.67) and SD (0.912) followed by (My hotel gives enough salary to employees) with a mean score of (4.36) and SD (0.886). Moreover, the mean score for the statement (My hotel provides compensation as employees expected) was (4.08) and SD

(0.935). Followed by (Benefits received by employees are equal with the hotel) with a mean score of (4.02) and SD (0.678) and the last one (My hotel gives rewards to employees for excellent performance) was (3.95) mean and (0.771) SD. The average mean score of the overall compensation and reward scale is (4.22). This finding is in line with Ermawati and Amboningtyas (2017) who stated that if the employee's compensation and rewards are high, the employee's performance will grow and be good

c. Training and Development

The third scale was training and development the mean score for the statement (My hotel gives trainings in all departments for employees) was the highest on a total scale with a mean score of (4.85) and SD (0.762). Followed by (My hotel provides trainings for development of employees) with a mean score of (4.38) and SD (0.732). Moreover, the statement (My hotel gives a variety of trainings to their employees) was (4.12) mean and (0.912) SD. Followed by (Employees have opportunities to learn new things through trainings of the hotel) with a mean score of (3.95) and (0.744) SD. The last statement in the scale (My hotel arranges sufficient number of trainings to employees) was (3.84) mean and (0.826) SD. The average mean score of the overall training and development scale is (4.23). this finding agreed with Cooke et al., (2020) conclude that training has a significant impact on the execution of an activity," or performance improvement. Moreover, Wood and Bischoff (2020) likewise maintains that it." Some, if not all, of these effects may be increases in

total employee efficiency, where employers and workers can deliver the most of their efforts by educating and profiting from one another.

2. Organizational performance

In regards to organizational performance, the highest statement in the scale was (My hotel is more innovative) with a mean score of (4.36) and (0.772) followed by (My hotel is more competitive) with the mean score of (4.08) and SD (0.882). Moreover, the statement (My hotel Is more profitable) was (3.95) and (0.736) SD followed by (My hotel Is growing faster) with the mean score of (3.85) and SD (0.695). The average mean score of the overall training and development scale is (4.06). A company's prospective performance is determined by its capacity to effectively implement strategies to attain institutional goals (Randeree and Al Youha, 2019).

4.3. Testing Research Hypotheses

Table 4 shows the findings of hypotheses testing through multiple regression (e.g., standardized path coefficients (β) and *P*-values for corresponding significance levels).

Hypotheses	Direct Relationships	β	<i>P</i>-Value	Result
H1	Selective → Organizational	0.237	0.006**	Supported

Hypotheses	Direct Relationships	β	P-Value	Result
	Hiring → Performance			
H2	Compensation and Rewards → Organizational Performance	1.130	0.000***	Supported
H3	Training and Development → Organizational Performance	0.190	0.012*	Supported

Note: β = Standardized path; * $P \leq 0.05$, ** $P \leq 0.01$ and ***

$P \leq 0.001$

1) *Hypotheses testing*

The hypothesized relationships were tested using standardized path coefficients (β) as shown in Table 7. Overall, the structural model achieved acceptable fit ($\chi^2 = 282.74$, $df = 10$, $p < 0.01$, $CFI = 0.827$, $RMSEA = 0.062$) These estimates can be described as positively strong since the 8 majority of Absolute t-value > 3.29 , $p < 0.001$. The findings revealed that selective hiring had a significant positive effect ($\beta = 0.237$; p -value = 0.006) on organizational performance, supported H1. This finding agreed with Muslim et al., (2019) who stated that excellent business success is aided by efficient selection and recruitment processes. Moreover, compensation and rewards had a significant positive effect on organizational

performance ($\beta = 1.130$; $p\text{-value} = 0.000$), supported H2. This result is compatible with Okoth (2019) who stated that Employee awards were found to be favourably and significantly connected to organizational performance. As assumed, training and development had a significant positive relation with organizational performance, supported H3 ($\beta = 0.190$; $p\text{-value} = 0.012$), supported H3. This finding is in line with the study conducted by (Alserhan & Shbail, 2020) where it was established that staff training is connected with improved organizational performance. Moreover, in their study of HRM practices on organizational performance in the hotel industry, Chand and Katou (2017) claimed that the findings proved convincingly that performance in the hotel sector was positively associated to HRM practices. According to their correlation research, recruiting and selection, personnel planning, job design, training and development, and compensation and incentives all had a beneficial impact on hotel performance. Moreover, Adeniji and Osibanjo (2012) were discovered that a variety of human resource procedures had a direct association with employees' opinions of organizational performance.

5. Conclusions and Recommendations

The results of this research indicate that there was a positive correlation between selective hiring and organizational performance. The results also showed that

there was a positive correlation between compensation and rewards and organizational performance. And there was a positive correlation between training and development and organizational performance.

Based upon the previous findings, the following recommendations can be suggested to be followed for enhancing human resources management practices and organizational performance in the Egyptian Hotels: -

This study makes a significant practical addition by demonstrating the impact of training and employee development in terms of staff perceptions of organizational success.

1. Hotels must have an effective recruitment strategy in order to hire qualified and competent employees.
2. Candidates must be chosen by using proper selection processes based on the required abilities, knowledge, attitude, and qualifications.
3. A well-designed compensation package should be available by the organization and this will have a direct impact on the performance of the employees.
4. Adequate training should be offered to increase employees' engagement in furthering their careers in the organization, particularly those in crucial positions.

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