How Organizational Politics Affect the Supervisor's Perception of Human Resources Management Practices in Hotels?

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ARTICLE INFO	Abstract
	Human resources are an absolutely necessary input for organizational effectiveness, particularly in the hotel industry. This study aimed to investigate the relationship between perception of organizational politics (POP) and human resource management practices (HRMPs) among hotel supervisors. The empirical analysis was based on data collected from 15 five star hotels allocated in Sharm El-Sheikh in Egypt. A total of 144 responses were analyzed. The findings revealed a significant negative correlation between supervisors' POP and their perception of HRMPs. Supervisors' perception of organizational politics has a considerable effect on their perception of human resource management practices. This study could help hotel properties to develop strategies that maintain a climate of trust within the organization in order to improve the organizational environment and the quality of work life by making sure that organizational resources are allocated in an equitable or strategically justifiable manner and by making sure that communication channels are streamlined, focusing on employee participation, linking compensation with performance; ensuring just decision-making procedures are in place.

1. Introduction

In today's competitive business environment, keeping employees enables the organization to be successful. In the hospitality and tourism industry, people are the industry's most important assets, because of the benefits of delivering successful performances (Evans *et al*., 2003; Nickson, 2007). The hotel industry is a labor-intensive service industry, dependent on the availability of good quality employees to deliver, operate, and manage the tourist product for survival and for a competitive advantage (Amoah and Baum, 1997).

A number of researchers argued that human resource management practices have the most impact on organizational outcomes, through employee skills, attitude and behavior (Huselid, 1996; Wright and Boswell, 2002). However, Nickson (2007) noted that organizations and managers in the tourism and hospitality industry face real challenges

in human resource management practices (HRMPs) such as in recruiting, developing and maintaining a committed, competent, well managed and well-motivated workforce which is focused on offering a high-quality product to the increasingly demanding and discerning customer.

Employees usually consider organizational politics to be an unfair, evil, irrational and unhealthy behavior but at the same time as a necessary skill for those who want to get ahead and be promoted in the workplace (Voyer, 1994). Ferris and King (1991) concluded that "for managers, the most appropriate perspective would seem to be to develop a better understanding of politics and how it affects human resources decisions so that its dysfunctional consequences can be prevented". Responding to this challenge, the goal of this study was, then, to determine the relationship between organizational politics (OP) and human resource management practices (HRMPs) in the hotel industry.

A study of the relationship between organizational politics and human resource management practices is important for two reasons. First, extensive research has proved a positive relationship between the human resource management practices and firm, unit, department, and team performance (Chand, 2010), thus, understanding the relationship between organizational politics and human resource management practices can help to reveal the underlying causes of effective or ineffective HRMPs and help hotels to develop strategies to improve HRM practices, which may lead to increases in productivity, employee retention, quality, revenue and overall success of the organization. Second, DroryandVigoda-Gadot (2010) stated that "organizational politics enjoy popularity in academic research as well as in the discourse on practical management, its significance for human resource management is one of its least studied aspects and awaits further theoretical exploration and understanding. As a result, this study will bridge the gap in the literature which tackled the OP-HRMPs relationship in general and in particular with Egyptian hotels. This, then, could deepen the understanding of the concept of OP in hotels and aid in establishing new links between the needs and desires of the individual and those of the organization.

2. Review of Literature
2.1. Organizational Politics
A workplace can be conceptualized as a social marketplace in which multiple individuals engage in several transactions each seeking to obtain a favorable return on their investment (Randall *et al.,* 1999). When people get together in groups sharing common goals, power will be exerted (Robbins and Judge, 2011; Sonaike, 2013). Since resources in organizations are important, scarce, and non-sustainable and organization members need these resources to carry out their different functions within the whole, then it creates a high level of dependency on them, as a result, there is a power plays in the allocation of resources (Robbins and Judge, 2011).

Bass (1990) defined power as a capacity that A has to influence the behavior of B so B acts in accordance with A's wishes. So, power is the ability to achieve desired ends despite resistance from others (Macionis, 2008). In this regard, Thompson (2008) reminded that power is not evenly distributed among people and teams in organizations. People want to carve out a niche from which to exert influence, earn rewards, and advance their careers (Robbins and Judge, 2011), hence, there is a tendency for

organization members to want to secure power (Sonaike, 2013). When employees in organizations convert their power into actions, they can be described as being engaged in self-serving behaviors; where they are engaged in politics (Robbins and Judge, 2011).Eventually, organizational politics can be defined as the management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through non-sanctioned influence means.

2.2. Perception of Organizational Politics (POP)

Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment (Robbins *et al.,* 2008; Robbins and Judge, 2011). Individuals act upon their perceptions of reality rather than the reality itself (Ferris *et al,* 2002). Actual political behavior differs conceptually from perceptions of politics (Ferris and Kacmar, 1992; Kacmar and Baron, 1999; Vigoda and Cohen, 2001; Vigoda, 2003). The former refers to the objective political behavior engaged in by organizational members, whereas the latter deals with the feelings and/or subjective evaluation of political activities (Liverpool and Beugré, 2006). When members of the organization define their work environment as political in nature, they are expressing a feeling that some people, owing to their power resources and influence skills, receive preferential treatment over others who actually deserve the same benefits as everyone else, but lack similar political assets (Vigoda-Gadot*et al.,* 2003). Although political behaviors may be objective and observable, perceptions of those behaviors vary substantially across individuals, situations and time (Ferris and Kacmar, 1992).

Earlier theorists (e.g., Porter 1976; Gandz and Murray 1980), asserted that it is not actual politics that matters most to organizational consequences, rather it is the subjective perception of workplace politics, whether actual or not, that results in typically adverse reactions and behaviors. In addition, there is empirical evidence suggesting that perceived reality is the most important factor in determining workers' attitudes and behavior (Breaux et al, 2009). Moreover, organizational politics continues to be conceptualized as an individual-level construct (Darr and Johns, 2004). Eventually, the definition of organizational politics adopted in this study is restricted to individual perception.

Kacmar and Ferris (1991) proposed three distinct dimensions for POP. The first, "general political behavior" that includes the actions of an individual who acts in a self-serving manner to obtain valued outcomes. Such actions as policy changes that help only a few, the existence of groups that always get their way, and building oneself by tearing others down. The second, "going along to get ahead" which consists of a lack of actions done by an individual in order to secure valued outcomes e.g., remaining silent or even misleading executives by telling them what they want to hear. And the third dimension is "pay and promotion" which involves how organizations and employees behave politically through policy implementation and decision-making, in other words, it deals with the extent to which policies related to those outcomes are arbitrary and inconsistent.

2.3. Human Resource Management Practices (HRMPs)

Lado and Wilson (1994) described human resource management practices as 'a set of distinct, but interrelated activities, functions, and processes that are directed at

attracting, developing, and maintaining a firm's human resources'. The HRM practices contribute significantly to the achievement of a company's strategy and objectives in addition to adding value to its customers and physical resources which lead to a competitive advantage.

In 2010, Kusluvan*et al.* in their work on reviewing human resources management issues in the tourism and hospitality industry argued that researchers examined HRM practices in the tourism and hospitality industry into two perspectives. In one perspective, a number of studies examined individual HRM practice such as recruitment and selection (Bonn and Forbringer, 1992; Boles *et al.*,1995), empowerment and involvement (Sosteric, 1996; Lashley, 2000), leadership and managerial styles (Connell, 2001; Deery and Jago, 2001; Simons and Roberson, 2003), performance appraisal (Woods *et al.,* 1998), training (Tracey and Nathan, 2002; Washington *et al.,* 2003), orientation (Lundberg and Young, 1997), and wages (Lee and Kang, 1998). In the other perspective, other studies analyzed various bundles of HRM practices (Jago and Deery, 2002; Cho *et al.,* 2006 and Alleyne *et al.,* 2005).

Despite many researchers have looked at various combinations of HRM practices and their consequences, no consensus exists on the most appropriate bundles of HRM practices that create the desired consequences in terms of the employee, customer, and organizational outcomes (Warech and Tracey 2004). Moreover, due to the complexity of the tourism and hospitality industry; labor-intensive, diversity, heterogeneity, and service-based industry; Kusluvan *et al,* (2010) asserted that it is impossible to prescribe a single set of HRM practices for all organization or employees in these industries. Thus, this study is going to investigate four HRM practices that most cited in the literature, namely, recruitment and selection, training and development, compensation and rewards, and performance appraisal.

2.3.1. Recruitment and Selection

Recruitment and selection process can be defined as a series of hurdles aimed at selecting the best candidate for the job while ensuring his/her fit with the organization as well (Dessler, 2011). However, this is not the case, recruiting and selecting employees in the tourism and hospitality industry is based upon interviewer's gut feeling 'intuition' not upon following even established practices such as structured interviews and cognitive ability tests (Rowley and Purcell 2001; Kusluvan*et al.,* 2010).

It has been noticed that organizations that want to fill their vacancies very quickly or who are unwilling to have recruitment processes such as job analysis are possibly less discriminating in the quality and quantity of the candidates (Carless, 2007). When hiring errors are made, the chosen candidate's actual performance may be less than needed, in addition, individuals who are less qualified or who do not fit the organization are likely to feel anxious, tense, uncomfortable, and likely dissatisfied with the job which, in turn, may threaten the whole service delivery (Dessler, 2011; Biswas, 2012). However, If this process properly designed and implemented, the organization's ability to identify competent candidates and accurately match them to the job and organization will increase (Robbins and Judge, 2011) and ensures the production of services as per the blueprint of the service design (Biswas, 2012). Moreover, it will increase the likelihood of a successful hiring decision and in a cost-effective manner (Nickson, 2013).

Eventually, when the cost of a mistake in recruitment is high, organizations are more discerning and the turnover of employees will increase (Chand and Kuok, 2007).

2.3.2. Training and Development

Armstrong (2006) defined training as a systematic process of modifying employee's behavior through providing an opportunity to learn knowledge, skills, and attitude for current or future jobs in order to carry out work effectively and efficiently. Meanwhile, Blanchard and Thacker (2011) argued that development is the result of learning which mainly focuses on the outcomes. As a result, training and development are distinct but related, aspects of learning, thus, training should be seen as a part of and a precondition of development (Blanchard and Thacker, 2011; Nickson, 2013).

Many of the world's most successful companies are aware that the provisions they make for training and development activities lie at the heart of their ability to attract and retain the best employees for their organization (Bassi and Buren, 1999). It is therefore imperative that employers provide an opportunity for their workforce to learn (Bernsen*et al.,* 2009), as proactive development schemes will not only improve the capabilities of their team but will also motivate staff and subsequently engender a more loyal employee set (Kyndt*et al.,* 2009). In addition, a proper training and development can help in improving employee's performance through increasing employee's self-efficacy 'a belief about your ability to do something', employees with high self-efficacy have a strong expectations about their abilities to perform in new situation and become more likely to perceive their effort as leading to performance (Robbins and Judge, 2011).

Eventually, providing staff with constant training and development can help in demolishing the organizational performance gap, then, bringing staff to an acceptable level of performance which positively affect employees' job satisfaction, commitment, morale and negatively affect employees' absenteeism and turnover rates (Bassi and Buren, 1999; McKenna and Beech, 2008) because it makes employees feel recognized for their strengths, and it creates possibilities to develop their qualities (Kyndt et al., 2009).

2.3.3. Compensation and Benefits

Compensation and benefits signified all forms of monetary and non-monetary payments made by the organization to its employees. Employees need to be rewarded and provided with appropriate benefits to produce the required levels of performance (Guest, 1997). The way people are paid affects the quality of their work, their attitude towards customers, and their willingness to be flexible and learn new skills (Milkovich*et al.,* 1991). Pay may be one-way workers measure whether the time they spend and the effort they put into working are worthwhile (Ryan and Sagas, 2009). Moreover, De Cieri and Kramar (2008) stated that a high level of pay and/or benefit relative to that of competitors can ensure that a company attracts and retains high-quality employees. In addition, it has an important role in implementing organization strategies.

Hospitality and tourism operations reported low pay and poor benefits (Baum, 2006; Kusluvan*et al.,* 2010). This idea is considered among the most important causes of low job satisfaction, if employees feel that their efforts and contributions exceed the rewards

from the organization and job, especially in pay, dissatisfaction may occur (Ryan and Sagas, 2009). In addition, low organizational commitment and job involvement exist, and the mass leaving of employees may occur (Biswas, 2012).

2.3.4 Performance Appraisal

Nickson (2013) defined performance appraisal as a process that allows for an individual employee's overall capabilities and potential to be assessed against pre-determined standards, usually by their line manager, for the purpose of improving their performance. It is done at discrete time intervals e.g. annually, monthly, etc (Latham *et al.,* 2008). performance appraisal is a past-oriented focus on retrospective performance (Armstrong, 2003; De Cieri and Kramar, 2008).

It is essential that employees know exactly the expectation from them, particularly in the hospitality industry, and the benchmark by which their performance and results will be evaluated (Boohene and Asuinura, 2011). When hotels fail to effectively manage employee's performance, hotels will fail to deliver a satisfactory service to customers and fail to achieve the organizational objectives as well. Hotels can overcome this failure by integrating their performance appraisal system with other functions such as organizational goals and strategy, compensation and benefits management, control mechanism, and training and development plan (Nickson, 2013).

2.4. The theoretical framework of the Study

Unlike organizations in other industries, the hotel industry is considered one of the complex industries as it deals with various types of customer services that are characterized by intangibility, heterogeneity, simultaneity, and perishability. Services cannot be seen or touched by customers but are experienced and these experiences may vary depending on who the employee is and how that employee's emotions are during rendering the services. Service is consumed immediately after it is produced and cannot be stored to cope with demand surges (Kandampully, 2007). Moreover, the hotel industry is a labor-intensive one. Eventually, the human-oriented characteristic of the nature of working in hospitality firms makes it highly important to manage to emphasize effective human resource management practices to ensure organizational success. A highly complicated and dynamic nature of hotel industry may lead to workplace politics. It has become an option for all those in an organization who desire to have influence in most of the decision making (Prasad, 1993).

Organizational politics is characterized by its ubiquitous nature (Ferris and Kacmar, 1992; Vigoda, 2003). Politics is a fact of life in organizations; it is unlikely to find an organization free of politics. People who ignore this fact of life do so at their own peril (Delle, 2013), this means that politics in organizations is a reality. Bolander (2011) warned that leaders should not deceive themselves by thinking their organization has no politics.

A study conducted by Gandz and Murray (1980) found that employees usually consider organizational politics to be an unfair, evil, irrational and unhealthy behavior but at the same time as a necessary skill for those who want to get ahead and be promoted in the workplace. These findings were later supported by Voyer's (1994) study. Regarding HRM, Ferris and King (1991) found that the use of influence in the organization is

positively related to the managers' positive attitude toward his/her employees (i.e., the more an employee uses influence in the organization, the more his/her performance is appreciated), therefore, people who are not behaving politically will have a hard time getting things done (Robbins and Judge, 2011).

Kumar and Ghadially (1989) argued that while politics can harm the organization, the organization may also profit from it. Among the negative impacts, they noted the risk of losing power and status, hostility from others, an internal feeling of guilt, and reduced performance levels. Among the positive impacts of organizational politics, they mentioned career advancement, recognition, and respect from others, enhancement of personal power, the realization of personal and organizational goals, a feeling of achievement, nurturing of the ego, self-control, and self-realization.

A study of Mahat *et al.* (2013) in the hotel industry reported the same findings, where they discovered that majority of the managers agreed that perceived organizational politics is harmful to the organizations as it could hamper decision making and create barriers in relationships between managers and subordinates and between colleagues. However, the hotel departmental managers also perceived organizational politics which is also necessary to achieve certain objectives that would benefit the hotel organization because there is a positive relationship that depends on positive motives. Sonaik's work in 2013 was revisiting the good and bad sides of OP asserted that the reality is that politics is the oil that lubricates the internal gears of the organization. However, the important thing is to secure the appropriate level of lubrication for the organization (Bolander, 2011).

The hotel sector is a discriminating work environment, where hotel executives practice unfair actions in personnel recruitment, selection, appraisal, promotion and disciplinary procedures (Daskin and Tezer, 2012). This claim is supported by Nickson (2013) when reported that the tourism and hospitality industry has often struggled with negative perceptions about human resource management practices. Consequently, working in an unfair competitive environment encourages employees to exhibit political behaviors characterized by manipulation and self-serving behaviors. Moreover, the support by the hotel management in the form of rewards, performance feedback, training, salary, rewards and career opportunities makes supervisors perceive fewer politics in their working environments (Daskin and Tezer, 2012).

Expectancy theory describes how workers decide which specific behaviors to perform and how much effort to exert (George and Jones, 1999). It proposes that motivation depends on the individuals' expectations or outlook about their ability to perform tasks and receive desired rewards (Daft, 2003). External rewards are viewed as the stimulator behind such behavior. Individuals are willing to adjust themselves when they perceive their efforts may obtain desired outcomes consistent with their expectations (Karathanos*et al.,* 1994).

If employees perceive the organization as politically charged, they are likely to believe that no matter what they do their performance ratings, and hence, compensation, benefits, training, and development will remain constant. As a result, there is little incentive to be motivated. On the contrary, if employees perceive the organization as

non-political, they are more likely to believe that they can change their behaviors to attain desired rewards.

2.5. Hypotheses of the study

Relying on the theoretical foundation of this study, the following hypotheses were formulated:

H₁: There is a significant relationship between perception of organizational politics and recruitment and selection.

H₂: There is a significant relationship between perception of organizational politics and compensation and benefits.

H₃: There is a significant relationship between perception of organizational politics and performance appraisal.

H₄: There is a significant relationship between perception of organizational politics and training and development.

3. Materials and Methods

3.1. Sample

A random sample of 15 five star hotels allocated in Sharm El-Sheikh was chosen for investigation. A number of 300 surveys were deployed, 150 were collected representing a response rate of 50%. However, only 144 surveys were valid for the final data analysis.

3.2. Survey instrument development

Previous reliable and valid measurement scales were adopted to measure the constructs. A 15-item scale developed by Kacmar and Carlson (1997) was used to measure supervisors' perception of organizational politics, for example, *"People in this hotel attempt to build themselves up by tearing others down", "Sometimes it is easier to remain quiet than to fight the system", and "Promotions around here are not valued much because how they are determined is so political".*Another 22-item scale adapted from Demo et al. (2012) was used to measure supervisors' perception human resource management practices, for example, *"The hotel I work for widely disseminates information about both external and internal recruitment processes", "In the hotel where I work, training needs are identified periodically", "The hotel I work for periodically conducts performance appraisals", and "In the hotel where I work, my salary is influenced by my results".*

3.3. Pilot study

After developing, the questionnaire was reviewed by two academic experts, one of whom had more understanding on the topic of the POP, and HRMPs in hospitality organizations, while the other had experience in designing surveys. These two experts were asked to assess the content validity and clarify the questionnaire. Based on their feedback, appropriate changes were made accordingly.[1] Next, a pilot study was done on 15 hotel supervisors to recognize survey deficiencies and formatting and design issues, obtain recommendations from them, test the proposed time limit for filling out the

questionnaire and examine respondents' level of understanding of the developed questionnaire. Respondents for the pilot study were recruited from hotels at which the researcher had recently established some working connections.

3.4. Data collection

After collecting pertinent background information from the investigated hotels, telephone calls were made to the managers of the hotels' human resource departments to obtain permission to visit and distribute the questionnaires on their premises. A structured survey was distributed to collect data for the final analysis. The survey was developed to collect the supervisor's demographic information and investigate their perception of OP and HRMPs.

3.5. Data analysis

Data analysis was performed using the Statistical Package for the Social Sciences (SPSS v. 23). The Cronbach Alpha reliability was computed, showing that the scales were reliable: 0.603 for the supervisor's perception of OP and 0.92 for HRMPs. To describe and summarize the data, descriptive statistics (i.e., means and standard deviations) were used. A p-value of less than .05 was considered significant.

4. Results

4.1. Respondents' profiles

Out of the 144 supervisors, 98.6% (n=142) were male and 1.4 % (n=2) were female. Only 1.4 % (n=2) of the respondents were over 40 years old, 36.1% (n=52) were belong to the 30:40 years old group, and the majority, 62.5% (n=90) belong to the less than 30 years old group. Moreover, only 2.8% (n=4) of the respondents possess a master's degree, 26.4% (n=38) graduated from technical schools, and the majority, i.e. 70.8% (n=102) have a bachelor's degree. Furthermore,73.6% (n=106) of the respondents are working in the front-of-the-house area, and 26.4% (n=38) are working in the back-of-the-house area.

4.2. Participants' perceptions about the study variables

The data in Table 1 indicate that the average mean of supervisors' perception of organizational politics was 2.93 with a standard deviation value of .42. Moreover, it also shows that the average mean of supervisors' perception of recruitment and selection practice was 3.65 with a standard deviation value of .64. It also clarifies that the average mean of supervisors' perception of training and development practices was 3.75 with a standard deviation value of .63.

Table 1
Mean score of study variables (N = 144).

	Mean	Standard Deviation
Perception of Organizational Politics	2.93	.42
Recruitment and Selection	3.65	.64
Training and Development	3.75	.63
performance Appraisal	3.60	.66
Compensation and Benefits	3.41	.74

Note: Five-point Likert Scale: 1=Strongly disagree; 3=Neither agree or disagree; 5 = Strongly agree.

Furthermore, the results in Table 1illustrate that the average mean of supervisors' perception of performance appraisal practices was 3.60 with a standard deviation value of.66.in addition, the average mean of supervisors' perception of compensation and benefits practice was 3.41 with a standard deviation value of .74.

4.3. Correlation Analysis

The data in Table 2 clarified that the sig. value is less than 0.05 which means that there is a statistically significant negative correlation between supervisors' POP and their perception of HRMPs. That means, increases in the POP do significantly relate to decreases in the HRMPs.

Table 2
Spearman correlation coefficient between supervisors' POP and HRMPs

Variable	Item	Recruitment and Selection	Training and Development	Performance Appraisal	Compensation and Benefits
POP	Spearman Correlation Coefficient	-.471	-.403	-.375	-.189
	Sig.	.000	.000	.000	.000

4.4. Regression analysis among study variables

Logistic regression analysis was used to determine the effect of the independent variable (POP) on the dependent variable (HRMPs). A coefficient of correlation between variables is a quantitative index of association between these variables. It used at significance level of 5%. Results of this analysis by entering method for POP on HRMPs presented below.

The results in Table 3 indicated that the probability of the Wald test for the POP was (0.000), less than the level of significance of 0.05, as a result, the null hypothesis that there is no difference between the model with only constant and the model with independent variables was rejected. The existence of a relationship between the independent variable (POP) and the dependent variable (RS) was supported. Moreover, the model suggests that the POP explains roughly 29.5% of the variation in RS.

Table 3
Effect of supervisor's POP on the supervisor's perception of HRMPs

	Model	B	Wald	Sig.	Nagelkerke R Square
Recruitment and Selection	Constant	9.313	25.986	0.000	0.295
	POP	- 2.975	24.488	0.000	
Training and Development	Constant	7.120	20.544	0.000	.215
	POP	- 2.310	19.555	0.000	
Performance Apprasial	Constant	5.863	15.930	0.000	.152
	POP	- 1.850	14.332	0.000	
Compensation and Benefits	Constant	2.959	5.635	0.018	0.056
	POP	- 1.011	5.747	0.017	

The results also illustrated that the probability of the Wald test for the POP was (0.000), less than the level of significance of 0.05, as a result, the null hypothesis that there is no difference between the model with only constant and the model with independent variables was rejected. The existence of a relationship between the independent variable (POP) and the dependent variable (TD) was supported. Moreover, the model suggests that the POP explains roughly 21.5% of the variation in TD.

Moreover, the results in Table 4 demonstrated that the probability of the Wald test for the POP was (0.000), less than the level of significance of 0.05, as a result, the null hypothesis that there is no difference between the model with only constant and the model with independent variables was rejected. The existence of a relationship between the independent variable (POP) and the dependent variable (PA) was supported. Moreover, the model suggests that the POP explains roughly 15.2% of the variation in PA.

Furthermore, the data in Table 3 showed that the probability of the Wald test for the POP was (0.018), less than the level of significance of 0.05, as a result, the null hypothesis that there is no difference between the model with only constant and the model with independent variables was rejected. The existence of a relationship between the independent variable (POP) and the dependent variable (CB) was supported. Moreover, the model suggests that the POP explains roughly 5.6% of the variation in CB.

5. Discussion

Nowadays, human resources is an absolutely necessary input for organizational effectiveness. Diagnosing the HR problem and adopting more efficient HRM practices are no longer a current trend, but rather a must in the competitive hotel industry. The highly complicated and dynamic nature of the industry resulted in a critical issue of organizational politics. Daskin and Tezer (2012) claimed that discrimination work environment is dominant in hotel sector, where hotel executives have been practicing unfair actions in personnel recruitment, selection, appraisal, promotion, and disciplinary procedures. Consequently, working in an unfair competitive environment encourages employees to exhibit political behaviors characterized by manipulation and self-serving behaviors. This phenomenon needs to be explored more extensively to gain deeper understanding of drivers and effects of organizational politics, particularly on human resource management practices. As a result, the purpose of the present study was to investigate the relationship between organizational politics and human resource management practices in the hotel industry.

The findings of this study revealed that there is a significant difference between supervisors' perceptions of organizational politics. Kacmar*et al.* (1999) suggested that perceptions of politics are more frequent at the top level. Their findings support the notion that higher managerial levels tend to be more political than the lower and non-managerial scales. Moreover, Mahat*et al.* (2013) argued that those at the middle level of hierarchy perceived more politics as compared to those at the top and the bottom of the hierarchy.

Employees perceive other behaviors as to bypass the chain of command to gain approval, going through improper channels to obtain special rewards, and lobbying

high-level managers just prior to promotion decision (Andrews and Kacmar, 2001), and this may interpret the higher perception of OP among supervisors.

The findings of this study also reported that there is a significant effect of POP on HRMPs as perceived by supervisors. These results interpret what has been reported by Daskin and Tezer (2012) that support by the hotel management in the form of rewards, performance feedback, training, salary, rewards and career opportunities make supervisors perceive fewer politics and high HRMPs in their working environments.

The results asserted that organizational politics have been perceived among employees. According to the expectancy theory, workers decide which specific behaviors to do and how much effort to exert (George and Jones, 1999). It proposes that motivation depends on the individuals' expectations or outlook about their ability to perform tasks and receive desired rewards, (Daft, 2003). External rewards are viewed as the stimulator behind such behavior. As a result, the individuals are willing to adjust themselves when they perceive their efforts may obtain desired outcomes consistent with their expectations (Karathanos*et al.,* 1994). If employees perceive the organization as politically charged, they are likely to believe that no matter what they do their performance ratings, and hence, compensation, benefits, training, and development will remain constant. As a result, there is little incentive to be motivated. On the contrary, if employees perceive the organization as non-political, they are more likely to believe that they can change their behaviors to attain desired rewards. These people are more willing to use IM behavior to gain valuable returns (Chen and Fang, 2008).

6. Conclusion, limitations, and Further Research
Organizations and managers in the hospitality industry face real challenges in human resource management practices (HRMPs) such as in recruiting, developing and maintaining a committed, competent, well-managed and well-motivated workforce that is focused on offering a high-quality product to the increasingly demanding and discerning customer. Another challenge is to better understand the concept of politics and how it affects human resources decisions so that its dysfunctional consequences can be prevented.

Based on the findings of this study, a number of recommendations can be suggested as follow; first, hotel properties should consider establishing strategies to develop and maintain a climate of trust within the organization in order to improve the organizational environment and the quality of work-life.Second, well-tailored training programs can be executed to provide the managers with knowledge and skills needed to be aware of, and raise their understanding of employees' behavior throughout various levels of the organization. In addition, they need to be aware of the potential consequences of political behavior adopted by the employees on the overall effectiveness and efficiency of the organization.Third, the management may also improve employee perceptions of organizational political processes by making sure that organizational resources are allocated in an equitable or strategically justifiable manner.And lastly, human resource department should make sure that communication channels are streamlined, focusing on employee participation, linking compensation with performance; ensuring just decision-making procedures are in place. Open communication is a must to reduce the negative effects of organizational politics.

The current study has a number of limitations. First, the population of this study composed of the respondents from five-star hotels. Due to the nature of the hotel industry, the results may not be generalizable to other different categories. Second, this study was confined to five-star hotelsin Sharm El-Sheikh geographic area in Egypt, so the findings may not be generalizable to other areas. Third, the study investigated the subjective perception of workplace politics, which may not necessary to be the reality itself, because the perceived reality is the most important factor in determining workers' attitudes and behaviors. Lastly, the research design for this study was correlational, as the goal was to determine the strength of the relationship between perception of organizational politics and perception of human resource management practices. Correlation research identifies the strength of a relationship, but it does not determine the relationship's underlying cause.

As organizational politics is a complicated subject that people are not aware of on a daily basis it might be difficult to form questions that are indirect enough to get an overview of the area. An observation would be ideal for researches on this field. Again, as the subject organizational politics is normally quite distant to people, it might differ a lot how interviewees respond to the questions. It would also be also useful (and interesting) to compare/contrast the findings of this study with those revealed from other studies applied to four and three-star hotels or different geographical areas. Without further replication and revalidation, this research is somewhat limited, and causality cannot be stated.

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كيف تؤثر السياسة التنظيمية على تصور المشرفين لممارسات إدارة الموارد البشرية في الفنادق؟

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معلومات المقالة	الملخص
الكلمات المفتاحية	

تعتبر الموارد البشرية أحد اهم المدخلات الضرورية لتحقيق الفعالية التنظيمية، لا سيما في صناعة الفنادق. تهدف هذه الدراسة إلى استكشاف العلاقة بين إدراك السياسة التنظيمية وممارسات إدارة الموارد البشرية بين المشرفين العاملين بالفنادق. استند التحليل التجريبي لهذه الدراسة إلى بيانات تم جمعها من عدد 15 فندق من فنادق فئة الخمس نجوم في مدينة شرم الشيخ في مصر. قامت الدراسة بالتحليل الإحصائي لبيانات جمعت بواسطة استمارة استبيان من عدد 144 مشرف. وكشفت النتائج وجود علاقة سلبية ذات دلالة احصائية بين ادراك المشرفين للسياسة التنظيمية ومدى ادراكهم لممارسات إدارة الموارد، وبالتالي فإن رؤية المشرفين للسياسة التنظيمية لها تأثير كبير على تصورهم لممارسات إدارة الموارد البشرية. وعليه يمكن أن تساعد هذه الدراسة ادارة الفنادق على تطوير استراتيجيات تحافظ على مناخ من الثقة داخل المنظمة من أجل تحسين البيئة التنظيمية وجودة الحياة الوظيفية, وذلك من خلال التأكد من ان الموارد التنظيمية تخصص بطريقة منصفة أو مبررة من الناحية الاستراتيجية وكذلك عن طريق التأكد من أن قنوات الاتصال مبسطة ، والتركيز على مشاركة الموظفين ، وربط التعويض بالأداء ؛ اضافة الى ضمان وجود إجراءات عادلة تنظم عملية صنع القرار.

الكلمات المفتاحية

ادراك السياسة التنظيمية؛ ممارسات إدارة الموارد البشرية؛ صناعة الفنادق.