The Impact of Human Resources Management Practices in Enhancing Employees Productivity Level in Sharm El-Sheikh Hotels in Egypt

Hany Salah Sadek

Department of Hotel Studies, Higher Institute of Specific Studies, Heliopolis

Abstract

The main purpose of this study is to examine the relationship between HRM practices and the productivity level and the process through which these HRM practices affect service performance in hotel operations in Sharm El-Sheikh. Questionnaire forms were distributed to hotel employees in addition to pre-planned interviews with a sample of five and four star hotel companies in Sharm El-Sheikh. Data were analyzed by using "Statistical Packages for Social Science" - SPSS software version 21. The findings of this study state that although the industry is concerned with the issues related to employee productivity, the implementation of the productivity management system is not very effective. In addition; there is a positive impact of employment practices on employee productivity. The study suggests some strategies that may provide human resource professionals with useful information to decide what human resource practices should be effectively implemented in their organizations.

Keywords: Human Resources Management, Hotel Staff Productivity Level, Sharm El-Sheikh Hotels and Hotel Industry.

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Introduction

Human Resource Management (HRM) is the formal system that includes philosophy, policies, and practices in an organization to ensure that it effectively utilizes the knowledge, skill, abilities, and other characteristics of the employees to achieve the organizational goals [1]. Human resource practices such as recruitment and selection, training and development, compensation and benefits, retention, evaluation and promotion of employees, are the practices that have always been carried out and have become key elements in an organization [2]. The Human Resource Management Practices are an important component of the process of HRM and it is important to investigate the adoption of human resource management practices in hotel industry [3]. In hospitality industry, the Human Resource Department involves the planning for the future and finding out how many employees will be needed in the future by the business and what types of skills should they possess.

Research Objectives

The objectives of this research are to explore the employee productivity management system followed in the hotel industry, to determine the relationship between human resource practices and the employees' productivity level, and to identify the various employment practices followed by hotel establishments in Sharm El-Sheikh hotels in Egypt.

The hotel industry is by nature a labor-intensive industry. Studies reveal that labor costs represent almost 47% of a hotel's operating expenses [8]. Managing human resources in the hospitality industry presents special challenges, including highly diverse employee backgrounds and roles, an ever-present focus on guest services, and organizational structures that often diverge from generic corporate models, by making such industry-specific concerns the cornerstone of its approach. Human Resources Management in the hospitality industry provides the definitive guide to successfully employing people in a hospitality organization, any organization cannot build a good team of working professionals without good Human Resources, the key functions of the Human Resources Management (HRM) team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety [9].

Human Resources at Starwood Hotels & Resorts Worldwide is a dynamic function that provides strategic leadership and direction on all aspects of the associate experience that impact our organization's business performance. Human Resources plays a critical role in maintaining Starwood's position as a leader in the hospitality industry by delivering exceptional results in the following key areas of expertise [10]:

- Human Resources Generalist.

- Talent Acquisition - Recruitment.

- Training and Development.

- Total Rewards - Compensation and Benefits.

- Talent Management.

- Organizational Development.

- Employee Relations.

Managing human resources is very important in a hotel, a good HRM team is organized and everyone in the team has his separate responsibilities, as follows [11]:

- Job Analysis: Is the procedure through which you determine the duties of these jobs and the characteristics of the people who should be hired for them, the following figure illustrates this concept:
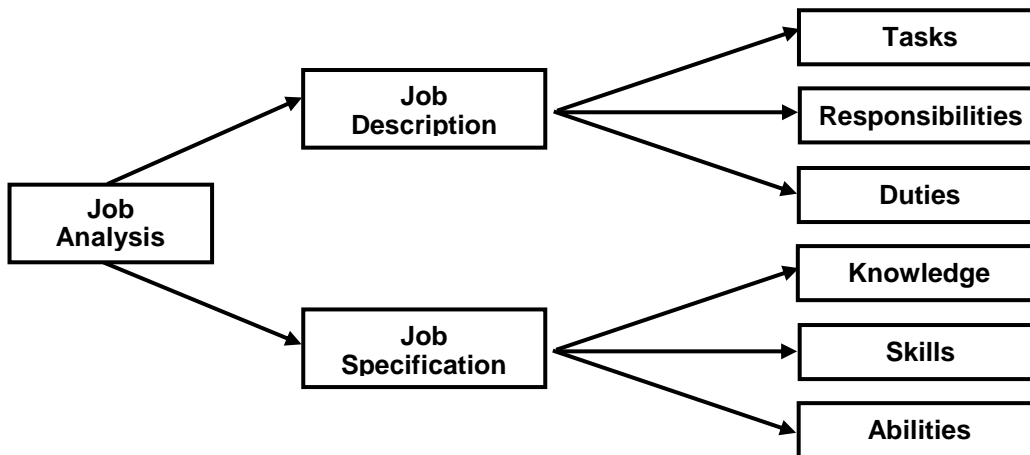

Figure (1) Job Analysis

Source: Woods, 2006 [12]

- Recruiting: Human resource staff responsible for recruiting would know how many employees to hire and what kind of. Recruiting can be divided into internal recruiting (newsletter, employees as referral sources, recommendations by current employees) and external recruiting (advertisement, employment agencies, online recruiting).

- Training: After successfully and carefully chosen new employees, these employees need to be trained to be on the job, orientation will be organized in the beginning of their work, and other kinds of trainings will catch up, Hotel chains offer training in order to guide staff on how to achieve their purpose and advance their employees' performance by becoming more productive.

- Evaluating: It is necessary to have performance appraisals for employees in a period of time; the evaluation comes out from feedback of their department's representatives, co-workers and the training process. The evaluation encourages and motivates them to work harder and better in the future, and also helps them improve their skills and abilities by rewarding, compensating and more practicing.

Human Resources Practices

On a basic level, human resource management is about recruiting, hiring, managing employees. However, an effective human resource system entails many more aspects of the organization, including organizational culture and ensuring health and safety. With an understanding of these components of an HRM system, business owners and managers can effectively structure their business processes [13].

For human resource professional in the hotel industry, designing the most useful human resource practices to enhance competitive advantage in terms of service performance has become more and more difficult; there were five categories of best practices in the hotel industry [14]:

1- Leader development,

2- Training and knowledge building,

3- Employee empowerment,

4- Employee recognition, and

5- Cost management.

Human resource practices is very important as hotel image makers between the hotel management and the customers' hence regular training and assessment of the staff human resources is essential. The factors affecting human resource practices can be divided into internal factors (economic international changes, technological changes, industry characteristics, legislations, actions of competitors, globalization) and external factors (organizations size & structure, human resource strategy, top management, power and politics) [15].

A virtual representation of Human Resources Management practices linkage with affective human resource reactions is shown in Figure (2):
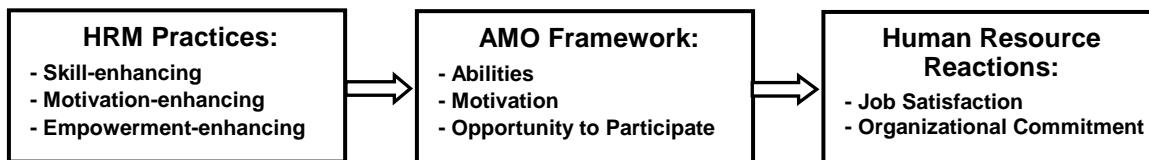

Figure (2) HRM Practices Linkage with Human Resource Reactions

Source: Savaneviciene & Stankeviciute, 2011 [16]

Human resource practices play a crucial role in influencing employee satisfaction and job performance, Figure (3):
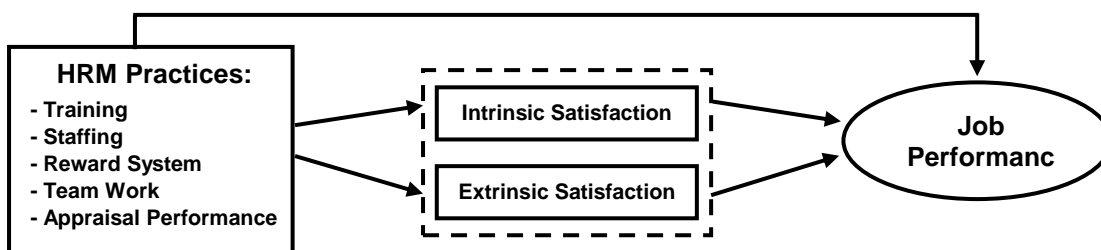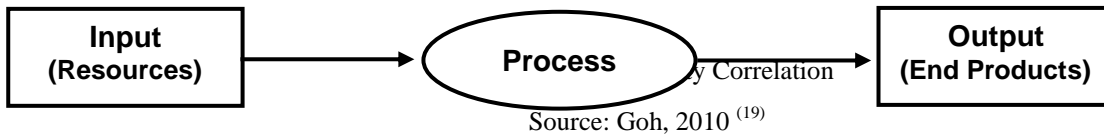

Figure (3)The relationship between HRM Practices and Job Performance

Source: Farahbod & Arzi, 2014 [17]

Productivity in the Hotel Industry

Productivity in the services industry is difficult to define due to consumption and production taking place simultaneously causing inseparability and perishability, In addition, the variability and heterogeneity makes it difficult to define the inputs and outputs [18].

Productivity, in general terms, deals with the correlation of the utilization of resources (Inputs) for a fabrication procedure and the end products (Outputs) created from the procedure. The correlation is usually expressed as a function of the ratio of output to input and is illustrated in Figure (4):

| Input (Resources) | → | Process | Correlation → | Output (End Products) |

Source: Goh, 2010 [19]

A critical challenge of hotel management, especially in high labor cost areas is the simultaneous combination of productivity management and quality management. While the term productivity is most often associated with the goods-producing-industries, it is critically important to monitor and manage this aspect of performance in the service sector as well [20].

The methods used to analyze hotel productivity in hospitality field are divided to the following:

- Data Envelopment Analysis (DEA): It is a statistical technique using linear programming to analyze productivity; DEA is a nonparametric approach so it does not require assumptions to be made about the structure of the underlying distribution [21]. It works on the basis of either producing the maximum quantity of outputs for given amounts of labor input or the minimum use of labor inputs for given amounts of outputs [22]. It is able to convert more than one input and output of numerous hotels into a singular measurement of performance, in the form of a comparative efficiency [23].

- Ratios: The hotel industry practice is to make use of simple ratios or percentages to measure payroll and other factors of production separately, such percentages are a rudimentary measure of workforce productivity, total revenue per worked hour can be used, which will be monitored on a daily, weekly and monthly basis. With this indicator, one has to keep in mind that results will be affected by such impacts as, the number of departmental meetings held, These issues must be considered when the results are analyzed [24].

- Value Added: It can be defined as the difference between an organization's total sales revenue and the variable costs that can be directly attributed to the production of the outputs used to generate that sales revenue, By transforming unprocessed resources into a product or service through its workforce, an organization adds value to the resources and is therefore able to charge a higher price than it pays for the unprocessed resources [25].

Research Methodology

Questionnaires were designed to examine the relationship between human resource management practices and productivity level of the hotel employees in Sharm El-Sheikh as the main tourism destination in Egypt, each respondent in this survey will rate human resource practice in their organization using numeric scales. The numeric values collected were analyzed using SPSS software.

Research Hypothesis

This study aims to examine the following hypothesis:

The relationship between Human Resources Management practices and hotel employee productivity level.

H_0: There is no strong positive relationship between Human Resources Management practices and hotel employee productivity level.

H₁: There is a strong positive relationship between Human Resources Management practices and hotel employee productivity level.

Data Collection Methods

In order to conduct a survey for the study, the primary and secondary data were concerned, as follows:

Primary Data : It involves questionnaire surveys with the represented sample. Obtained data will be analyzed by using SPSS software version 21.

Secondary Data : It includes scientific references from books, theses, journals & periodicals and through the internet to get recent information and statistics that concern the research subject.

Pilot Study

Before carrying out the full study, a pilot study has been carried out as a preliminary study that helps in testing the reliability of the questionnaire to ensure that the study is feasible. Cronbach's coefficient alpha (α) is used to test reliability of the pilot study, according to the result generated by SPSS, coefficient alpha values of hiring procedures, performance appraisal, training programs, performance rate are 0.849, 0.919, 0.861 and 0.911 respectively, The coefficient alpha value of overall reliability is 0.939 which is considered very reliable. Since the reliability of this questionnaire is quite high, this questionnaire is considered to be suitable to be used in the full study. The main results of the pilot study are:

- 93% of the respondents think that the employment practices followed by the hotels have an impact on the productivity of their employees.

- 91% think that the implemented HR practices are important because an effective practice could provide a competitive advantage to hotel performance.

- 89% of the respondents believe that the hotel in which they work apply the necessary human resources policies.

Sampling Techniques and Population

The data are derived from research conducted among -Employees of the selected hotels- in five and four star hotels in Sharm El- Sheikh, South Sinai Governorate.

4.4.1 Determining the Sample Size

The Sample size was calculated based on the following equation of Steven Thompson [27]:

$$n = \frac{N \times p(1-p)}{\left[\left[N-1 \times \left(d^2 \div z^2\right)\right] + p(1-p)\right]}$$

Where: *N* population size, *z* significance level at 95% =1.96, *d* the error rate equal 0.05, *p* property percentage 50%.

4.4.2 Bases for Sample Size

According to the Egyptian Hotel Guide (2013), the following table shows the base used for selecting a random sample for hotel establishments in Sharm El- Sheikh:

Table (1) Bases for Selecting Hotels Sample

Hotel Classification	Total Number of Hotels	Selected Sample	Distributed Questionnaires per Hotel	Total Number of Questionnaires

• *Five Star Hotels*	41	10	20	**200**
• *Four Star Hotels*	62	10	20	**200**

In order to implement a full study, employees who are working in five and four star hotels in Sharm El-Sheikh, South Sinai Governorate in Egypt are the targeted sample in this study (10 hotels per every category). So, a total number of 400 sets of questionnaires are distributed during full the study.

Table (2) Distribution of Questionnaire Forms

Hotel Classification	Distributed Questionnaires	Missing Questionnaires	Invalid Questionnaires	**Valid Questionnaires**
• *Five Star Hotels*	200	2	8	**190**
• *Four Star Hotels*	200	3	7	**190**

The questionnaire was given to 400 hotel employees (200 forms per every category). A total of 380 questionnaires were returned giving a 95% response rate. The average age was 20-35 years and the majority of respondents had a higher university degree (83,7%). 48% of hotel employees of the selected sample work in the organization longer than 3 years, 43,5% less than 5 years.

The questionnaire forms were distributed from 15 to 31 March 2015 to the selected sample of hotel employees according to the following schedule:

Table (3) Schedule for the Full Study

Date Taken	Activity
15th March to 20th March 2015	Gather information about the targeted respondents.
21st March to 27th March 2015	Distribute and collect questionnaire forms.
28th March to 31st March 2015	Analyze the collected data using SPSS.

Data Analysis

The following tables are obtained from the statistical analysis of the data gathered during the study using the SPSS software:

Table (4) Demographic Profile Analysis

Variables	Frequency	Percentage
Gender:		
Male	209	55.0
Female	171	45.0

Age Category:

-20 years	42	11.0
20-35 years	232	61.0
+35 years	106	28.0

Educational Level:

Bachelor Degree	318	83.7
Advanced Diploma	38	10.0
Others	24	6.3

Years of Employment:

Less than 1 year	133	35.0
1 - 4 years	182	48.0
More than 5 years	65	17.0

Monthly Income:

Less than 2000 L.E	129	34.0
2001 - 5000 L.E	156	41.0
More than 5000 L.E	95	25.0

Department:

Food & Beverage	80	21.0
Front Office	46	12.0
Housekeeping	49	13.0
Human Resources	87	23.0
Marketing & Sales	61	16.0
Others	57	15.0

Nationality:

Egyptians	270	71.0
Others	110	29.0

The respondents participated in this questionnaire survey are males (55%) and females (45%), most of them are between 20 to 35 years old (61%). Most of the respondents had a Bachelor Degree (83,7%), and (10%) had an advanced

diploma. those of employment years from one to four years constituted (48%) followed by those of less than one year (35%) then by those of more than 5 years (17%). a ratio of 41% of the respondents are receiving from 2000 L.E to 5000 L.E per month, and 34% are receiving less than 2000 L.E.. Most of the respondents are from Human Resources, Food & Beverage, Marketing & Sales, Housekeeping and Front Office. The percentages of these categories are 23%, 21%, 16%, 13% and 12% respectively. Most of the study sample are Egyptians (71%), and the others (29%) from different European countries, Germany, Russia and Ukraine.

Table (5) Human Resource Management Practices; Hiring Procedures Analysis

No.	Questions	PERCENTAGE					MEAN	STANDARD DEVIATION
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
B1-	**Hiring Procedures:**							
HP1:	The hotel regards selecting best candidates to fill up vacancy as an important task.	7.8	9.6	39.8	28.1	14.7	3.3001	1.0719
HP2:	The hotel use consultants when hiring personnel in all departments.	10.6	17.5	35.9	26.8	9.2	2.9803	1.1145
HP3:	There will not be any bias in the hiring and selection processes.	4.9	12.9	39.4	32.0	10.8	3.3039	0.9927
HP4:	During recruitment, interview panels are used to select the most competent candidate.	8.1	13.8	32.4	36.7	9.0	3.2476	1.0651
HP5:	The hotel continuously improves and review selection processes.	5.8	11.9	36.1	35.3	10.9	3.3371	1.0319

Table (5) shows the analysis of respondent answers of '*hiring procedures*' as human resource management practices in the hotel. The scale of measurement of this variable is the Likert Scale which is ranging from (1) strongly disagree to (5) strongly agree:

- The statement '*The hotel continuously improves and review selection processes*' scored the highest mean of 3.3371 compared to other statements,

- Then the statement '*There will not be any bias in the hiring and selection processes*' scored the second mean score of 3.3039 among other statements in this variable,

- Then the statement '*The hotel regards selecting best candidates to fill up vacancy as an important task*' scored the third mean score, 3.3001, among other statements,

- The fourth mean score of 3. 2476 among these statements is attached to the statement '*During recruitment, interview panels are used to select the most competent candidate*',

- Lastly, the statement of '*The hotel use consultants when hiring personnel in all departments*' scored the lowest mean score being 2.9803 compared to other statements.

Table (6) Human Resource Management Practices; Performance Appraisal Analysis

No.	Questions	PERCENTAGE					MEAN	STANDARD DEVIATION
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
B2-	**Performance Appraisal:**							
PA1:	Performance appraisal is a part of performance management system in the hotel.	4.9	11.1	32.8	38.8	12.4	3.4542	1.0118
PA2:	The hotel allows participation of employees in the entire performance appraisal process.	4.8	11.2	32.6	41.9	9.5	3.4432	0.9482
PA3:	Performance appraisal provides a way to measure different skills with reasonable accuracy and uniformity.	5.1	10.9	28.7	44.5	10.8	3.4689	1.0125
PA4:	Supervisor will provide feedback to his employees during and at the end of performance appraisal process.	6.3	8.8	29.7	40.9	14.3	3.4811	1.0412
PA5:	Performance appraisal program reviewed annually to meet expectations of hotel management.	6.9	7.9	30.9	39.2	15.1	3.4819	1.0618

Table (6) shows the analysis of respondent answers of '*performance appraisal*' as human resource management practices in the hotel. The scale of measurement of this variable is the Likert Scale which is ranging from (1) strongly disagree and (5) strongly agree:

- The statement '*Performance appraisal program reviewed annually to meet expectations of hotel management*' scored the highest mean of 3.4819 compared to other statements,

- Then the statement '*Supervisor will provide feedback to his employees during and at the end of performance appraisal process*' scored the second mean score, 3.4811 .

- Then the statement '*Performance appraisal provides a way to measure different skills with reasonable accuracy and uniformity*' scored the third mean score, being 3.4689 .

- Then the statement '*Performance appraisal is a part of performance management system in the hotel*' scored the fourth mean score, 3.4542, among other statements,

- Lastly, the statement of '*The hotel allows participation of employees in the entire performance appraisal process*' scored the lowest mean score , 3.4432, compared to other statements.

Table (7) Human Resource Management Practices; Training Programs Analysis

No.	Questions	PERCENTAGE					MEAN	STANDARD DEVIATION
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
B3-	**Training Programs:**							
TP1:	Training program organized by the hotel is able to enhance employee competency.	9.2	8.5	28.9	39.2	14.2	3.3607	1.1231
TP2:	The hotel provides every employee with specific training programs to improve staff skills and abilities.	5.9	8.8	30.8	38.1	16.4	3.4890	1.0499
TP3:	The hotel provides different kinds of training programs for their employees.	6.9	10.1	32.6	39.3	11.1	3.3808	1.0568
TP4:	The hotel frequently organizes training program and evaluates the effectiveness of theses programs.	8.2	7.8	36.9	38.4	8.7	3.3139	1.0139
TP5:	The hotel maintains appropriate records of the applied training programs.	6.8	15.3	29.8	37.9	10.2	3.2949	1.0611

Table (7) shows the analysis of respondent answers of '*training programs*; The scale of measurement of this variable is the Likert Scale which is ranging from (1) strongly disagree and (5) strongly agree:

- The statement '*The hotel provides every employee with specific training programs to improve the skills and abilities*' scored the highest mean of 3.4890 compared to other statements,

- Then the statement '*The hotel provides different kinds of training programs for their employees*' scored the second mean score of 3.3808.

- Then the statement '*Training program organized by the hotel is able to enhance employee competency*' scored the third mean score, 3.3607.

- Then the statement '*The hotel frequently organizes training programs and evaluates the effectiveness of theses programs*' scored the fourth mean score, 3.3139.

- Lastly, the statement '*The hotel maintains appropriate records of the applied training programs*' scored the lowest mean score, 3.2949.

Table (8) Employee Productivity Level; Performance Rate Analysis

No.	Questions	PERCENTAGE					MEAN	STANDARD DEVIATION
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
C1-	**Performance Rate:**							
PR1:	The hotel is able to measure labor productivity using readily available data.	4.1	7.4	37.8	41.8	8.9	3.4379	0.9269
PR2:	An increase in employee productivity will increase total salary.	5.3	8.8	33.9	40.2	11.8	3.4469	0.9868
PR3:	Effective human resource practices employed by the hotel are able to increase productivity level and reduce turnover rate.	4.9	7.9	29.9	46.2	11.1	3.5139	0.9889
PR4:	The hotel evaluates organizational performance based on productivity reports.	4.4	10.9	33.4	35.9	15.4	3.4709	1.0169
PR5:	The hotel tends to achieve higher productivity through innovative methods and processes.	5.1	8.9	33.2	40.9	11.9	3.4329	0.9853

Table (8) shows the analysis of respondent answers of '*performance rate*' as employee productivity levels. The scale of measurement of is the Likert Scale which is ranging from (1) strongly disagree and (5) strongly agree:

- The statement '*Effective human resource practices employed by the hotel are able to increase productivity level and reduce turnover rate*' scored the highest mean, 3.5139.

- Then the statement '*the hotel evaluates organizational performance based on productivity reports*' scored the second mean score, 3.4709.

- Then the statement '*An increase in employee productivity will increase total salary*' scored the third mean score, 3.4469.

- Then the statement '*The hotel is able to measure labor productivity using readily available data*' scored the fourth highest mean score which is 3.4379 among other statements,

- Lastly, the statement of '*The hotel tends to achieve higher productivity through innovative methods and processes*' scored the lowest mean score, 3.4329.

The above mentioned results show a positive relationship between Human Resources Management practices and employee productivity level, because of the positive value for correlation coefficient. The HRM practices (*hiring procedures*, *performance appraisal*, *training programs*) variables have a 0.769, 0.739, 0.809 correlation with the productivity level variable respectively. These values fall within range from ±0.71 to ±0.90. Thus, the relationship between Human Resources Management practices and hotel employee productivity level is high and significant (p-value 0.000 is less than alpha value 0.01).

It can be summarized that H_0 is rejected and H_1 is accepted, so there is a strong positive relationship between applying Human Resources Management practices and increasing hotel employee productivity level.

5. Conclusions

Implemented Human Resource Practices in hotel industry in Egypt are important because an effective practice could provide a competitive advantage for a hotel to succeed in the industry. Three objectives were determined for this study: to explore the employee productivity management system, to determine the relationship between human resource practices and the employees' productivity level, and to identify the various employment practices followed by hotel establishment. So, the main findings of the study could be concluded as follow:

- Sharm El-Sheikh hotels (especially chains) are concerned directly about the issue related to employee productivity and most of the hotels have the Productivity Management System in place, however, its implementation is not very effective.

- Performance appraisal is the most frequently implemented human resource practices in Sharm El-Sheikh hotels, followed by training programs and hiring procedures.

- The performance appraisal methods applied at hotel establishments should take into account the achievements of the employees rather than rating personnel as good or bad.

- The Human Resource Practices that are tested in this study, namely hiring procedures, performance appraisal, and training programs are applicable in enhancing the overall organizational performance of the hotel industry in Egypt. Thus, the result of our research should be used as a guide when formulating human resource practices.

- The hotel employees of the selected sample believe that Human Resource Practices is a key economic resource and the high management of these establishments aims to have the right number of employees with the right talent and skills in the job at the right time performing the right activities to achieve the right objective to fulfill the corporate vision.

- Hotel employees in the selected sample feel that hotels should focus on the employment practices pertaining to hiring procedures, performance appraisal, training & development since they have a maximum impact on their productivity.

- Although a global measure can be used for measuring hotel productivity such as total revenue per worked hour, measuring productivity in the hotel sector has proved challenging, it must be done to analyze the effectiveness of deployed measures and identify opportunities for further improvements. The key employee related factors that affect productivity include employee selection, training, supervising, scheduling and desired service level.

Suggestions & Recommendations

- The Human Resource Management strategy should encompass innovative recruitment, selection, training, development and performance management techniques, which will effectively contribute to industry productivity and profitability.

- Management of hotels should be keener on the implementation of the "Productivity Management System" applied in their firms by acquiring the specific knowledge and should hire specialized experts in this field to develop the system for better results and outcomes.

- Management of hotels should focus on provision of employment practices that have a greater impact on productivity of employees.

- Hotels should frame employee by centric employment practices that would lead to enhancement of the performance of the employees, thereby attaining greater levels of productivity.

- The industry lacks common parameters of productivity measurement: every hotel has its own model; therefore comparison between two hotels becomes difficult.

- Human resources are a source of competitive advantage in hotel industry through strategically managed and implemented best practices. Employee Relations can result positively significantly only if best fit set of these practices are adopted.

● For future research, it is recommended to add up more Human Resource Practices in hospitality industry to study this topic in different perspectives; hence, more accurate results will be obtained.

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تأثير ممارسات إدارة الموارد البشرية فى تحسين معدلات إنتاجية العاملين فى المنشآت الفندقية بمدينة شرم الشيخ

هانى صلاح صادق

مدرس بقسم الدراسات الفندقية ـ المعهد العالى للدراسات النوعية بمصر الجديدة

يعتبر قطاع الموارد البشرية من القطاعات الرئيسية فى المنشآت الفندقية نظراً لأنه يعد المسئول الأول عن إمدادها بأفضل العناصر البشرية من ذوى الخبرة والكفاءة فى كافة التخصصـات الفندقيـة المختلفة. ونظراً لأن صناعة الفنادق تعد من الصناعات كثيفة العمالة فإن نجاح هذه الصناعة المتنامية يعتمد بصورة مباشرة على مدى كفاءة الموارد البشرية العاملة بها. لذلك فإن لقطاع المـوارد البشرية دوراً فاعلاً فى تعظيم أرباح المنشآت الفندقية من خلال انتقاء أفضل العناصر البشرية وتدريبها وتأهيلها للعمل بداخل الفندق. ولقد هدفت هذه الدراسـة إلى توضيح العلاقة بين ممارسات إدارة الموارد البشرية ومعدل إنتاجية العاملين بالمنشآت الفندقية موضع الاختيار ، ومن ثم توضيح أثر ذلك فى معدلات الأداء بوجه عام. تم الجانب العملى من خلال استمارة استقصاء وزعت على عينة ممثلة من موظفى المنشآت الفندقيـة مـن فئـة الخمس والأربع نجـوم فى مدينة شرم الشيخ بمحافظة جنوب سيناء .وتمثلت أهم النتائج فى وجود علاقة معنوية ذات دلالة إحصائية بين السياسيات المطبقة فى قطاع الموارد البشرية فى المنشآت الفندقية ومعدلات إنتاجية العاملين، كمـا خلصـت الدراسة لبعض الاستراتيجيات التى تسـهم فى تفعيل دور قطاع الموارد البشرية فى زيادة معدلات إنتاجية العاملين فى المنشآت الفندقية.

كلمــات دالـة: قطاع الموارد البشرية، العاملين، معدل الإنتاجية، المنشآت الفندقية بشرم الشيخ، صناعة الفنادق.