

**SD DOMBO UNIVERSITY OF BUSINESS AND INTEGRATED
DEVELOPMENT STUDIES (SDD- UBIDS) - WA, UPPER WEST REGION
SCHOOL OF GRADUATE STUDIES**

**ASSESSING THE IMPACT OF STRATEGIC HUMAN RESOURCE
MANAGEMENT ON THE PERFORMANCE OF THE HOSPITALITY
INDUSTRY IN THE UPPER WEST REGION**

ISSAH MUHAMMAD HAQ

2023

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BY:

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**THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT STUDIES,
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OF PHILOSOPHY IN HUMAN RESOURCE MANAGEMENT**

SEPTEMBER, 2023


DEDICATION

I dedicate this work to my lovely mother (Abdulai Barata) for her support, motivation and encouragement, which has resulted in this study.

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the outcome of original research conducted by me and that no part of it has been presented for another degree in this university or elsewhere, all sources have been acknowledged by citations and references.

Candidate's Signature.....


Date: 27 - 04 - 2023

Name: Issah Muhammad Haq

Supervisor's Declaration

I hereby declare that the preparation and presentation of this thesis was supervised in accordance with the guidelines on supervision of theses as laid down by the SDD- UBIDS

Name: Ibrahim Kaleem (PhD)

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Date: 27 - 04 - 2023

ABSTRACT

Assessing the impacts of strategic human resource management on the performance of hotels in the Upper West Region of Ghana. This study examines strategic human resource management's contribution to hotel growth and development in the Upper West Region. The Best Practice Approach, Contingency Approach and Resource Based View were the theories used in the study. In addition, two broad types of data, secondary and primary data, were used in the study. Questionnaire Administration and Key Informant Interviews were the methods used to collect the data from respondents. Findings revealed that SHRM practices such as selection and recruitment, training and development, employee participation, appraisal, teamwork, and promotion are practices hotels in the Upper West Region utilize to enhance their organizational performance. The findings also indicate that quality of service, job description, the attractiveness of the hotel, a measure of work efficiency, and management view on customer service provision were all found to have a link between SHRM and hotel performance. Furthermore, findings on the effects of SHRM on hotels' performance revealed that human resource management strategies such as quality of service, job description, the attractiveness of the hotel, a measure of work efficiency, review of previous SHRM practices, management view on customer service provision and management measure of employee performance and attitude to work had a direct impact on hotels productive outputs. Therefore, it is recommended that the management of hotels should prioritize human resource development, focusing on recruitment of qualified personnel, training and benchmarking of standard practice.

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LIST OF ABBREVIATIONS

| | |
|-----------|---|
| BPA | Best Practice Approach |
| CA | Contingency Approach |
| CEO | Chief Executive Officer |
| EHSU | Environmental Health Sanitation Unit |
| GDP | Gross Domestic Products |
| GoG | Government of Ghana |
| GSS | Ghana Statistical Service |
| GTA | Ghana Tourism Authority |
| HND | High National Diploma |
| HR | Human Resource |
| HRM | Human Resource Management |
| PHC | Population and Housing Census |
| PHD | Doctor of Philosophy |
| MMDA | Municipal Metropolitan District Assembly |
| OECD | Organization Economic Cooperation Development |
| RBV | Resource Based View |
| SDD-UBIDS | Simon Diendong Dombo University of Business and Integrated Development Studies |
| SHS | Senior High School |
| SHRM | Strategic Human Resource Management |
| SMEs | Small Medium Enterprises |
| SPSS | Statistical Package of Social Sciences |

SWOT Strength Weakness Opportunities and Treats
UW/R Upper West Region

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, Strategic Human Resource Management (SHRM) has been an essential part in organizational development (Hamadamin and Atan, 2019). The work of Hamadamin and Atan (2019) on Strategic Human Resource Management (SHRM) and organizational performance revealed that every organization runs with tacit knowledge and can increase or maintain competitive advantage. Human Resource Management (HRM) has been on the rise in the hospitality industry since the 1990s, despite early surveys indicating a lack of interest among managers in HRM methods. However, it was not until the 2000s that explicit evidence of the hotel industry's systematic implementation of HRM methods became available (Bresciani et al., 2012). Due to the sophisticated character of tourists, the size of buildings with essential amenities, and the clients who use these facilities, the hotel industry is becoming more competitive (Abubakar, Chauhan and Kura, 2015). To stay in business and expand, the hospitality industry must embrace human resource management strategies that may strengthen the capacity of its personnel, improve their performance, and inspire them to achieve their expected goals, all of which will ultimately lead to the achievement of hotel goals (Adolwine, 2015).

Kastamu (2013) indicated that guests/tourists may find it difficult to travel to a certain favored destination if accommodations are not available. In most nations, the hotel industry plays a key role in commercial transactions, conferences, meetings, recreation, entertainment, and even employment (Abubakar, Chauhan and Kura, 2015). They do so through contributing to the entire output of goods and services, which is what gives nations

and communities their material and psychological well-being. For higher service quality and increased organizational performance, hotels must place a larger emphasis on their HRM practices and the management of staff behaviors (Hayes and Ninemeier, 2009; Foo et al., 2020). To maintain their performance, service-providers must manage their strategic base through continual learning, development, up-gradation, and originality in their offerings (Chatzopoulou, Spanos and Lioukas, 2020).

Contemporary HR managers must integrate their HR procedures with the company's key business strategies (Allahar, 2018). The HR manager is now referred to as a strategic business partner, as he or she plays a strategic role in the company's management (Chatzopoulou, Spanos and Lioukas, 2020). HR managers in this new profession are responsible for attracting, developing, and maintaining a high-calibre workforce that allows the company to obtain a competitive edge over competitors (Oppong, 2017). Employees are considered as a source of competitive advantage in the strategic human resource management strategy (Darwish and Singh, 2013). Oppong (2017) contended in support of this approach, claiming that as traditional sources of competitive advantage such as technology and capital become less essential, the most feasible and innovative alternative is to develop employees' skills and competencies through strategic human resource management.

Competencies, according to Hooghiemstra (1992), are a person's underlying characteristics, which could include a motivation, traits and self-perceptions, attitudes or beliefs, subject-matter expertise, or cognitive or behavioral abilities. Organizational performance, according to Zhang et al. (2008), is the extent to which a company meets its goals. Most research on HRM practices in the hospitality sector is centered on developed

nations like the UK (Watson et al., 2007), the US (Kalargyrou and Woods, 2011), New Zealand (Poulston, 2008), Spain (Agut et al., 2003), Germany (Langer, 2003), Australia (Davidson et al., 2010), and Ireland (Davidson et al., 2010) (Nolan et al., 2010).

Except for a few studies (Honyenuga and Adzoyi, 2012; Mensah-Ansah, 2014; Quarshie and Amenumey, 2018), there is little research on HRM practices in the West African hospitality business. As a result, the purpose of this study was to assess the SHRM and organizational performance of the hotel industry in the Upper West Region.

1.2 Statement of the Problem

Tourism ranks among the world's largest employment sector, according to the World Travel & Tourism Council (Szamosi and Serafini, 2015). Nonetheless, scholarly research on HRM in the tourism business is alarmingly scarce (Szamosi and Serafini, 2015). The tourism industry has always been and will continue to be vital to the development of several nations' economies worldwide (Chebet, 2015). Both developed and developing nations have this business as a key source of national wealth (Islam et al., 2020). By bringing together people from all over the world and creating income for host nations that have made important contributions to GDP and economic development, this sector shines at its significance (Băndoi et al., 2020). By bringing together visitors from all over the world and generating income for host nations that have made sizable contributions to GDP and economic development, this sector excels in its importance as a key contributor to economic growth, a user of natural, anthropophonic, and cultural resources, and a presenter of traditions and customs (Chebet, 2015). It has been acknowledged for its sustained improvement and major contribution to economic prosperity for the past six decades (Akande et al, 2021). Tourism contributes 4.4 percent to GDP, 6.9 percent to employment,

and 21.5 percent to the service sector in OECD economies on average (Benli and Topkaya, 2021).

In Ghana, the tourism business included hotels, resorts, islands, transportation, and entertainment. However, hotels were chosen from among all of these groups to undertake this study (Akande et al, 2021). The rationale for choosing this sector is that hotels are rapidly increasing in number as a result of continuous tourist growth, necessitating continued development (Foo et al., 2020), and this sector consumes more environmental resources (Yusoff et al., 2020), necessitating more focused strategic maintenance for best future returns. Furthermore, the industry's survival and long-term performance have become more difficult to manage due to the changing environment and changing client expectations (Moktadir, 2020). Professional workforce organizations have also reported on difficulties connected to attracting and retaining talented human capital (Akande et al, 2021). As a result, the hotel business, like other service industries, is facing fierce competition for the retention and preservation of competitive human resources (Chowdhury et al., 2020). For the sake of survival, hotels must build a competitive advantage (Moktadir, et al, 2020). Organizations must have factors that enable them to offer value and gain a competitive advantage in this extremely uncertain, dynamic, and complicated world (Barba-Aragón & Jiménez-Jiménez, 2020). Rather than describing the causality, nature, and direction of the link, most research analyses presented evidence of its existence (Soane, et al 2013). Indeed, the majority of prior SHRM research has concentrated on affluent countries (Omran and Anan, 2018; Thang and Quang, 2005), with only a few studies focusing on developing countries like Ghana.

Numerous studies on HRM practices in the hospitality sector have been done, with the majority concentrating on developed nations like the UK (Watson et al., 2007), the US (Kalargyrou and Woods, 2011), New Zealand (Poulston, 2008), Spain (Agut et al., 2003), Germany (Langer, 2003), Australia (Davidson et al., 2010), and Ireland (Davidson et al., 2010). Except for a few studies (Honyenuga and Adzoyi, 2012; Mensah-Ansah, 2014; Quarshie and Amenumey, 2018), there is little research on HRM practices in the West African hotel sector. Even these writers have failed to do study into SHRM and hotel performance in the Ghanaian hospitality business, leaving a significant gap in the research (Chowdhury et al., 2020). There is limited study on HRM practices in the West African hospitality industry, with the exception of a few studies (Honyenuga and Adzoyi, 2012; Mensah-Ansah, 2014; Quarshie and Amenumey, 2018). Even these writers have failed to do study into SHRM and hotel performance in the Ghanaian hospitality business, creating a significant research gap.

1.3 Objectives of the Study

Earlier studies Mert, et al (2011) show that SHRM and HR practices should improve organizational performance when correctly implemented and vertically/horizontally integrated. In the West, where the SHRM idea originated, numerous empirical studies have focused on the link between SHRM and firm performance. However, being a developing country, Ghana's HRM research is limited (Al Adresi and Darun, 2017).

Hence, this research aims to assess the Strategic Human Resource Management and organizational performance in hotel industry, specifically in Ghana's Upper West Region.

The specific objectives are:

1.3.1 Specific Research Objectives

1. To assess the strategic human resource management practices of hotels in the Upper West Region.
2. To determine the relationship between SHRM and performance of hotels in the Upper West Region.
3. To investigate the effects of Strategic Human Resource Management on hotel performance in the Upper West Region

1.4 Research Questions

1.4.1 Main Research Question

In which way does Strategic Human Resource Management enhances organizational performance in hotel industry in the Upper West Region of Ghana?

1.4.2 Specific Research Questions

The research will address the following specific questions;

1. What are the SHRM practices of hotels in the Upper West Region?
2. What is the relationship between SHRM and hotels performance in the Upper West Region?
3. How does SHRM affect the performance of hotels in the Upper West Region?

1.5 Significance of the Study

The finding will have numerous implications for HR and other managerial practitioners, and HRM specialists, covering aspects of SHRM, HRM activities, HRM effectiveness, and HRM concerns. This research will provide helpful guidance, essential elements, and factors that can help improve HRM success. It will help identify elements that may impede HRM effectiveness to discover solutions to these issues and challenges.

This research will add to the academic knowledge base by addressing critical topics that should be address to manage effective HRM activities and programs. The study will also be significant because it is one of the first empirical studies on strategic human resource management and organizational performance in the hotel industry in Upper West Region. As a result, it will improve and strengthen Ghana's understanding of the hotel industry HRM, SHRM, and the HRM-performance relationship, therefore enriching and filling gaps in the HRM literature.

1.6 Scope of the Study

It is vital to note that the current study has several limitations. For starters, the study is limited to identifying the reality of HRM in the hotel industry in Upper West Region, not in other cities or sectors. Second, the study will focus on human resource management and the various aspects that go along with it. Third, the study will examine the impact of SHRM activities on organizational performance in the hotel industry. This study will focus solely on the hotel industry to determine the links and effects of SHRM on hotel performance in Ghana's Upper West Region. It also seeks to see if SHRM can help HRM achieve organizational performance and a competitive advantage in various firms.

1.7 Organization of the Study

There are five chapters in the study. The background to the study, statement of the problem, objectives of the research, research questions, significance of the study, the scope and limitations of the study are all included in the first chapter, which is the introduction. The second chapter examined a sizable amount of pertinent empirical material. Concepts of strategic human resource management, strategic human resource components, human

resource management in Ghana, and the connection between strategic human resource management and performance are just a few of the many subjects that were explored.

The research methodology, which comprises the research design, research population, sample, and sampling process, will be described in Chapter. It also looked at data sources and collection methods and data collection and analysis methodologies. The fourth chapter focuses on data analysis, findings, and discussions. Finally, chapter five includes a research overview, conclusions, and recommendations based on the findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Tourism has played an important role in the economic growth and development of many countries around the world, and it will continue to do so. This industry has been identified as a significant source of national income in both developed and developing countries (Islam et al., 2020). By bringing people from all over the world together and generating income for host nations that have made sizable contributions to GDP and economic development, this industry expands its significance as a valuable promoter of economic development, user of natural, anthropogenic, cultural, and traditional resources, and presenter of traditions and customs (Bãndoi et al., 2020). Over the past 60 years, emphasis has been placed on its constant development and considerable contribution to economic progress. In OECD economies, on average, tourism contributed 4.4% to GDP, 6.9% to employment, and 21.5% to the service sector (OECD, 2020). The tourism sector in Ghana included accommodations, vacation spots, islands, travel, and leisure activities. However, hotels were chosen to carry out this research out of all of these businesses (Al Adresi and Darun, 2017).

Despite the amount of revenue the sector contributes to the nation's gross domestic product (GDP) and its contributions to addressing the unemployment issues developing nations like Ghana's hotel business isn't seen as being as productive or as providing high-quality customer service as it should be every country's economic development has greatly influenced by the hospitality industry, and hotels in particular play a significant role in this (Al Adresi and Darun, 2017). The region is potential for growth in terms of education and

development, its people and their potential, the presentation of its cultural legacy, and business opportunities for both domestic and foreign investment (Baird and Meshoulam, 1988). The SME business in Ghana includes the hotel sector, which has received little attention. There is scant empirical research on strategic human resource management in hotels. Strategic human resource management is a strategy used by businesses in today cutthroat economic climate to reduce costs, enhance profits, and improve performance (Al-Ayed, 2019). Organizations (such as hotels) in developing economies must demonstrate appreciation for the use of strong HRM and SHRM policies in light of the current shifting business climate (Al-Ayed, 2019). Every management goal is to achieve organizational performance in order to break even and continue the firm in pursuit of its goals, objectives, and mission (Baird and Meshoulam, 1988). This study aims to evaluate how strategic human resource management affects hotel performance in the upper west. While the majority of research has concentrated on the function of HRM in developed nations, this study goes a step further to look into how SHRM are employed in a developing nation's hotel industry (Serafini and Szamosi, 2015).

2.2 Definition of Concept

2.2.1 The Term Strategic Management

Strategic management, according to Hunger (2020), is the collection of managerial decisions and actions that affect an organization's long-term performance. Internal and external environmental scanning, strategic planning, strategy development, strategy implementation, and assessment and control are all part of it (Hunger, 2020). As a result, strategic management studies place a strong emphasis on monitoring and assessing external opportunities and threats in light of a corporation's strengths and limitations in order to

devise and implement a new strategic direction for a business (Dmour and Zu'bi, 2014). Managers can employ a variety of strategies to improve performance and provide their company with a competitive advantage, which strategic management identified and described (Chou et al., 2020). A company is said to have a competitive edge if its profitability exceeds the average profitability of all other companies in its industry (Băndoi, 2020).

More so, Morgan and Hughes, (2007) define strategic management a manager's set of decisions and activities that have an impact on how successfully a business succeeds. A manager needs to fully comprehend and analyze the overall and competitive organizational environment in order to make informed decisions (Băndoi, 2020). They continued by advising managers to do a SWOT analysis (Strengths, Weaknesses, Opportunities, and risks) in order to maximize the utilization of strengths, minimize organizational weaknesses, seize opportunities presented by the business environment, and take appropriate precautions in the face of risks (Serafini and Szamosi, 2015). Strategic management involves making plans for both realistic and improbable situations (Classen et al., 2007). Because even the smallest organizations must compete and can acquire a continuous competitive edge by designing and implementing the strategies, it may be used by both small and large businesses (Sekaran and Bougie, 2016). It is how strategists establish the goals and carry out the plan to achieve them (Serafini and Szamosi, 2015). Making and putting into action choices on an organization's future course are at issue. It aids in pinpointing an organization's direction of movement (Shabbir, 2014).

2.2.2 Human Resource

As the main internal resource of a company, human resources are increasingly employed to drive competitiveness within an organization given the insurance industry's rapid growth

and development (Bani-Melhem, Zeffane and Albaity, 2018). Numerous HR practices have been linked to positive organizational outcomes by study (Erras, 2002; Guest and Hoque, 1994; Hoque, 2000). Collaboration, self-managed and self-directed teams, flexibility, sophisticated recruitment and selection, quality teams, internal promotion opportunities, performance-related and incentive pay, profit sharing, formal and regular communication, attitude surveys, and job security are some of these practices (Erras, 2002).

2.2.3 Human Resource Management

Human resource management (HRM) is a critical yet difficult task due to the dynamic nature of human resources (Ganesan, 2014). Because people are responsive, feel, and act, they cannot be handled or operated like machines (Al-Haraisa et al, 2021). Human resource management (HRM) is concerned with the management of the people who work in an organization, according to the researcher (Ganesan, 2014). This technique encourages managers to consider people as valuable assets and investments (Barba-Aragón & Jiménez-Jiménez, 2020). Today's organizations, particularly those in the hospitality sector, are aware of the significance of human resource management (HRM) as a key indicator for attaining greater sales growth and the development of their businesses (Al-Haraisa et al, 2021). Therefore, to maintain a competitive advantage in the market, hotels must be more effective, creative, and efficient in the application of HRM practices that closely relate to the organization's aim, business objectives, and culture (Bani-Melhem, Zeffane & Albaity, 2018). The hospitality sector has been compelled to be competitive by the effects of globalization, market forces, and intense competition in order to survive in the market (Kundu and Malhan, 2009).

Armstrong (2008) defines HRM as "a central, senior management-driven, strategic activity that is developed, owned and delivered by management as a whole to promote the interests of their organization" despite the rise in the number of HR managers and the size of HR departments (Barak and Doppelt, 1999). HRM is too crucial to be left to people managers, according to Armstrong (2008). In recent years, the importance of line managers in achieving HRM goals has grown significantly (Collings et al., 2021).

The philosophy of management and business has served as the foundation for much of the development of HRM (Ampofo, 2020). Although the organization recognizes the interests of its members, those interests come before those of the organization (Armstrong, 2016). However, the idea of HRM is changing in this area (Armstrong, 2016). While it is obvious that HR must help the organization accomplish its goals, there is a growing consensus that HRM must go beyond that (Alleyne et al, 2008). Particularly, HR must take into account the demands of all parties involved as well as the standards and values that society expects to be upheld in the workplace (Armstrong, 2016; Alleyne et al., 2008).

By creating a thorough and a highly skilled and competent personnel may contribute to the success of the company if there is an internally cohesive human resource management (HRM) system that is ingrained in the organization's structure and culture (Liu et al., 2007). By implementing a synergistic HRM system, a company's human capital has the ability to significantly increase its competitive advantage and boost overall performance (Boxall and Purcell, 2003). This is accomplished by refocusing the company's efforts to prioritize acquiring competitive advantage over maintaining current levels of service quality, productivity, product innovation, and sales growth (Al Mahadi, 2020). According to certain research (Browning, 2006); HRM strategies have a favorable impact on employee

engagement, satisfaction, and customer-focused behaviors as well as organizational performance (Hoque and James, 2000). According to earlier research, the organization's vision, mission, goals, and objectives must be aligning perfectly with its human resources (Kuipers and Giurge, 2017). This alignment is necessary to improve the performance of the hotel industry because human resource-related issues are common in developing nations, including low income levels, lax presentation standards for valuables, low incentive levels, poor employment scales, a lack of adequate compensation for workers' toil, and subpar supervisor management and employee motivation (Shabbir, 2014). To implement the business plan, it necessitates thorough investigation into vital topics including staff culture, behavior, and competencies (Al Mahadi, 2020; Brenner, et al 2014).

2.2.4 Strategic Human Resource Management (SHRM)

Strategic Human Resource Management (SHRM), according to Florén, Rundquist & Fischer (2016), is a systematic management approach that focuses on human resource policy in order to accomplish the desired outcomes. SHRM, according to L'Ecuyer and Raymond (2017), is the dynamic human resource architecture within corporate organizations that acquires, develops, and deploys human resources to achieve outstanding performance. Martinson and Leon (2018), view SHRM a set of coordinated human resource actions use to achieve determined goals by an organization. Al-Ayed (2019), defined SHRM as a collection of managerial activities aimed at retaining and developing the capabilities of personnel to achieve strategic objectives. Operationally SHRM influences businesses to gain and maintain a competitive edge by effectively utilizing their resources base including personnel's (Yao and Chang, 2017). Largely, the dependence on human resources as valuable, uncommon, inimitable, and non-substitutable resources are

credited to the emergence of SHRM in the context of organizational development and human resource (Martinson and Leon, 2018). It is evident that SHRM is important components of employee development in are active or proactive manner to address critical issues relating to the organization's development (Ringim, et al 2021). It is also revealed that SHRM main obligations are to ensure that the suitable employees have the necessary abilities and experiences to accomplish tasks and responsibilities effectively (Al-Ayed, 2019; Sanchez et al., 2015).

Taggar et al, (2008) indicated that in implementing a proper system as a pre-requisite for survival, it necessitates consideration of numerous organizational elements human capabilities, benchmarking, performance indicators and strategies. They stressed that numerous commercial organisations have implemented different combinations of SHRM to empower staff. Taggar et al., (2008), highlighted recruitment, selection, training and development, performance appraisal, rewards, and compensations and career development as SHRM dimensions that are contributing to organizational growth.

The development and implementation of human resource programs to address business difficulties and any recurring issues in an organization is the focus of the future-focused approach known as strategic human resource management (Adresi and Darun 2017). It helps organizations achieve their objectives over the long term and adds to long-term commercial objectives (Rehman, et al 2022). Labour market changes have been accelerated by globalization, and new businesses are now concentrating on developing strategies that would make it easier to choose the ideal candidate, keep skilled workers on staff, and provide ethical and cultural leadership to maintain organizational sales performance (Pustelnik and Hallberg, 2013).

Sanchez et al. (2015) study on SHRM captured selective hiring, intense training, active involvement, detailed performance review, and performance-based compensation. Ziyae (2016) noted that SHRM addresses empowering, administrative, and motivational issues that are critical to organizational development. Al-Ayed (2019) also examine human resource practices as human resource analytic and high-performance work practices as SHRM scopes. Even though SHRM has several aspects, Harrison and Bazy (2017) are concerned with the role of SHRM as specific set of behaviors intended to influence the growth and development of small and medium-scale Enterprises (SMEs). Zu'bi, et al (2014) stated that SHRM focuses on specific high-performing policies and practices. Additionally, SHRM combines disciplines into a conceivable and comprehensible pack Rubel (2018) that simplified the development and measurement of the SHRM plan (Ampofo, 2019). It is worth noting that to ensure internal consistency, SHRM activities, could greatly impact on the performance of SME than a single SHRM practice (Harrison and Bazy, 2017). Schuler and Jackson, (2014) are of the view that a number of experts and practitioners have underscored the contribution of SHRM to personnel management as it provides a long-term competitive advantage. Also, Ziyae (2016), share the view that there is a strong link between SHRM and corporate entrepreneurship. In addition, the study of Schuler and Jackson (2014) revealed that training and empowerment have great impact on corporate entrepreneurship.

L'Ecuyer and Raymond (2017) backed up the resource-based view by revealing a similar finding; the recruitment process, and the training and development process. This has a major impact on manufacturing SME performance (L'Ecuyer and Raymond, 2017). Martinson and Leon (2018) looked into the link between human resource practices and

strategic objectives. Martinson and Leon (2018) argue that employee perceptions of realistic/achievable performance-based remuneration, effective workforce planning strategies, and supportive work/life balance policies all have a significant beneficial impact on job satisfaction, according to the findings. Frenkel, et al (2012) found that Human Resource Management (HRM) procedures are fully optimized when SME owners / managers secure a high sense of unity and develop good communication approach (Collins, 2021).

Mohamed et al., (2013), indicated that hiring and training strategies had a considerable impact on employee turnover. Mohamed et al., (2013) found that local multinational firms had more severe recruitment and training practices than local enterprises. It is stated that new SMEs will construct more demanding recruitment and training processes than larger and older SMEs (Mohamed et al., 2013). The work of Darwish et al. (2017), revealed that human resource management methods are important for SMEs in the non-resource industry's financial success. Human resource management has mixed results for SMEs in Brunei Darussalam (Wuen et al., 2020). Training and development sessions, as well as staff engagement sessions, were found to have a considerable favorable impact on SME performance (Wuen et al., 2020).

In accordance with research by Wright and McMahan from 1992, SHRM is defined as "a pattern of planned human resource deployments and activities designed to aid the company in achieving its objectives (Amoah et al., 2021). According to Boxall et al. (2007), SHRM is an organization's ongoing attempts to integrate its personnel policies and practices with its business strategy. The growing acceptance that human resources are essential to a company's performance can be seen in the adoption of the SHRM idea (Altarawneh, 2016).

Hall et al., (2009) perspective on SHRM is concerned with the integration and adaptability coordinated activities in plan. Its goal is to ensure that: 1) human resources management is integrated with the organization's strategy, and strategic needs; 2) Human Resource (HR) policies are consistent across policy areas and hierarchies; and 3) HR practices are changed, accepted, and applied by line managers and employees daily (Ikhlas and Altarawneh 2016).

2.3 Theoretical Approaches

SHRM is understood as "the pattern of planned human resource (HR) deployments and activities intended to help a company to achieve its goals" Wright, (2021). This definition has focused on how businesses align HRM practices to support their strategic goals (Wright and McMahan 1992). A Leading theorist and researcher like (Barney 1991) generally focus on three basic methods to theorizing the HRM-organizational performance linkage. These are; best-practices approach; contingency approach and Resource-based view approach (Pantano et al, 2021; Renneboog, Horst and Zhang, 2008).

2.3.1 Best-Practice Approach

In order to gain a competitive edge, an organization must create a human resource management system that achieves both horizontal and vertical integration (Shabbir, 2014). Management of human resources is therefore the hotel industry's most important and delicate concern (Kusluvan et al., 2010). The 'best practice approach according to Meshoulam (1988), is that human resource (HR) strategy is more effective when it is integrated with the unique organizational and environmental context. According to Boxall and Purcell (2000), the universalistic perspective places a strong emphasis on "best practices," with the implication that organizations would prosper if they identify and use "best practice" in terms of personnel management. In other words, regardless of the firm,

its strategy, or its environment, some human resource practices are always superior to others (Rose and Kumar, 2006), and all organizations should implement them (Delery and Doty, 1996). (Miles and Snow, 1984), from this angle, a company must imitate and put these global best practices into place in order to have efficient human resource processes. Numerous empirical findings support the idea that human capital is the most valuable organizational resource and the essential factor in obtaining exceptional performance (Razali et al., 2019). As a result, a key source of long-term competitive advantage is provided by human capital for organizations (Huselid, 1995). HR procedures must be 'external fit' or 'vertical fit,' according to Lee, (2021). Organizations that are resilient are aware of their external environment and plan their HR requirements in a way that takes into account the HR implications of a changing external environment, as well as the ability to modify their strategy or solve problems that may arise as a result of environmental changes (Guthrie et al., 2009; Bach, 2001). In SHRM Internal prerequisite is a consistent approach to HR policy that is not overly reliant on a single element, such as training, but instead blends HR rules into a unified set of policies and processes (Opoku, Ahmed & Akotia, 2016, Guthrie et al., 2009; Bach, 2001). This means that more relaxed HRM styles are preferred by start-up businesses. Further elaborating, Boxall and Purcell (2000) noted that when organizations grow and hire more personnel, HRM styles become more popular. They also support "internal fit," which they define as the requirement for individual HR policies to "fit with and support one another" or, as they prefer to call it, "horizontal fit" (Boxall and Purcell, 2000).

2.3.2 Contingency Approach

The most important "best-fit" model, however, is one in which the organization's competitive strategy determines external fit rather than its stage of development (Altarawneh, 2016). The basic parameters for strategic HRM in this model include aligning HR strategy, plans, and policies with the demands of the enterprise (Altarawneh & Aldehayyat, 2011). Schuler and Jackson (1987), stated that human resource practices and procedures should be developed to support Porter's numerous generic techniques. Boxall and Purcell, (2000), added that HR procedures complement the organization's establishment of a competitive position of leadership, focus and coordinated strategies to help in organizational performance.

2.2.3 Resource-Based View (RBV)

Human capital has been acknowledged as a foundation for generating competitive advantage for firms, and viewpoints from RBV (Barney, 2001) support this idea (Wright et al., 2001). When a business offers a competitive foundation for improved performance, its human resource is a precious, irreplaceable, unique, and imitable asset (Shafaei, Nejati & Yusoff, 2020). There are two ways that this strategic idea has been put into practice. First, unique patterns of employee behavior are produced by particular HRM methods (Jiang et al., 2012). As a result, businesses must build HR procedures to access a supply of qualified workers (Collins, 2021). This study therefore suggested that RBV offered a theoretical foundation for elucidating why SHRM and HRM practices, which include HRM into businesses' strategic frameworks, have a positive effect on organizational performance (Singh, Bamel and Vohra, 2020). SHRM is a strategy for improving performance by

connecting HRM practices with organizational strategic goals. Workforce management is referred to as HRM practices (Ngo, Lau, and Foley, 2008).

The conceptual and theoretical underpinnings of SHRM are provided by the resource-based view (RBV) methodology. In the early studies on the SHRM-organizational performance, the best-practice paradigm, which emphasized consistency in HRM, practices across organization (Gurbuz and Mert, 2011). The Resource-based view regards HRM activities as superior to others, and provided bases for organizations to identify and implement these (MacCurtain, et al, 2009). The resource-based view contends that, as firms use best practices, their overall performance improves (Nikolaou, 2003).

Although proponents of the resource-view approach underscore its contributions to organization's development and performance, other scholars had advanced some criticism to the approach. Boxall, (1996) is of the view that the resources-based view (RBV) makes it difficult for a company to build value and durable competitive advantages after best practices have become institutionalized and adopted by other firms. Boxall, (1996) added that the best-practices method might limit organizational creativity and the potential to build new practices that are culturally acceptable.

The empirical study conducted by Huselid (1995) supported the claim that organizations with high performance work habits perform better overall. He found that increasing expenditures on strategies like thorough employee recruitment and selection processes, incentive compensation and performance management systems, and extensive employee involvement and training are associated with lower employee turnover, higher productivity, and better corporate financial metrics (Nyaoga, Magutu & Kipchumba, 2010). Staff attrition and productivity are somewhat impacted by their impact on corporate

financial measures (Huselid, 1995). Traditional sources of competitive advantage, such as conventional assets, innovation, and financial scale, have become increasingly easy to replicate, but not human resource management (HRM) (Singh et al, 2017). In order to build a sustainable competitive advantage, the RBV draws on the assets and competencies that exist within the organization (Terpstra and Rozell, 1993). Huselid (1995) indicated also that not every employee of the company will be critical and, as a result, sources of competitive advantage.

The philosophy of the other SHRM According to model activists, all organizations will be more important if they acknowledge and use top-notch methods for managing human resources (Marchington and Grugulis, 2000). Best practice lists are usually absent or sparse when it comes to work organization and employee influence (Marchington and Grugulis, 2000). It is significant to note that best practice practitioners concur on its essential elements (Delery and Dory, 1996; Tompkins, 2002; Boxall and Purcell, 2000; Boxall et al., 2007). Principal requirements of SHRM suggest there are a lot of unanswered questions regarding how to execute it and how likely it is to succeed Mellahi, et al (2009). SHRM is to succeed in fundamentally transforming HR and people management practices, more clarity on the concept of SHRM and how it can to be used in enterprises is required (Altarawneh and Aldehayyat, 2011). To enhance the effectiveness of SHRM, scholars have made some suggestions; firstly, HRM must create and increase the skill it requires to support strategic goals; this means that employees must learn about job design, organizational growth, change management, employee motivation, and HR philosophy (Altarawneh, 2016).

Secondly, HR personnel must gain a better understanding of general management and the unique managerial issues that manager's face (Altarawneh, 2016). Strategic and operational functions of HRM are in many ways incompatible, fulfilling both roles in an integrated manner will continue to be a problem (Tompkins, 2002). The partnerships between third-line managers are difficult to form as long as HRM is seen by organization managers as a rule enforcer and a source of overbearing rules and regulations Yıldız, et al (2016). According to Budhwar and Khatri (2001), line managers should be given the responsibility of routinely implementing and administering HR procedures because they have frequent and direct contact with employees. This would make HR managers more accessible for involvement in strategic decision-making (Timo and Davidson, 2005). On the other hand, if the benefits of devolved authority are to be realized, line managers will need the appropriate skills to implement HR policies competently and effectively to a benchmarked standard backed by HR managers (Teo, 2002; Hall and Torrington, 1998). In order to guarantee that HR regulations are followed, the senior HR manager must collaborate strategically with line managers, providing them with training, tools, incentives, and a channel of communication (Teo, 2002). To be effective in SHRM, teams must be developed that will collaborate to accomplish strategic goals, and managers must be given major responsibility for HRM (Altarawneh, 2016).

The RBV approach is the theoretical foundation for SHRM, which has recently attracted a lot of attention (Barney, 2001; Wright et al., 2001). RBV is concerned with organizational capabilities and the role of HRM in their development (Nyaoga, Magutu and Kipchumba, 2010). Rare, precious, inimitable, and non-substitutable resources, according to the RBV, can give firms with long-term competitive advantages (Chakraborty, et al, 2011).

HRM policies or practices that match these criteria can help organizations achieve long-term competitive advantages and improve performance (Barney and Wright 1998). For example, when a company hires highly qualified staff and empowers them differently than its competitors, the quality of their human resource (HR) will make the organization more unique (Razali et al., 2019; Rasheed et al., 2016; Rajnoha, et al., 2014). These types of actions, when carried out in accordance with the firm's plan, can assure the HR department's invulnerability (Barney and Wright, 1998). Nonetheless, these sources must be valuable and support competencies that bring value to the firm to give long-term competitive advantages (Rahman et al., 2020; Wright et al., 2001; Collins and Clark, 2003). On the other hand, when HR practices are connected to the development of significant resources or competencies for a company, they can provide value (Wright et al., 2001). It is critical to stress that HR practices will support the competitive advantage's long-term durability since they are firm-specific and socially complex, making it challenging for other companies to adopt them (Rahman, 2016; Wright et al., 2001).

Subramanian, et al (2000) characterized the Resource Based View (RBV) as a technique for breaking down and recognizing a company's upper hand dependent on looking at its mix of resource, abilities, limits and intangibles. Subramanian, et al (2000) expressed worry over firms' explicit elements and their impact on organizational performance. It sees the organization as a heap of assets that are joined to make capacities that can be used to acquire better than expected productivity (Grant, 2013). Each organization creates abilities from these assets and it evolves to become the wellspring of the company's upper hand (Collis and Hussey, 2009). He added that staff capacity building, training and development

and association of actual assets might have a direction on their performance (Collins, 2003).

Grant (2013) clarifies the importance of resources that a company is limited in and are crucial for its presentation. In order to increase efficiency and effectiveness, which will result in better financial performance, they comprise tangible and intangible assets, capabilities, organizational processes, firm's attributes, information, and knowledge held by the company (Grant, 2013; Renneboog et al., 2008).

Literature in the private sector has shown that Human Resources Management (HRM) practices are sources of sustainable competitive advantage, especially when they are aligned with a firm's competitive strategy (Abuzaid, et al, 2021). However, most of the studies have been on firms financial competitiveness and ignoring the influence of SHRM on long-term performance and corporate growth (Collis and Hussey, 2009). A study by Uwonda and Okello (2015) found that the importance of hotel employees' human talents normally requires the attention of business owners. Such approaches enable business owners to implement labor laws-enforced norms and regulations, boosting employee morale (Uwonda and Okello, 2015). As a result, where management skills and human development are improved, growth and sustainability occur (Jibril, 2021). For firms to succeed in today's fiercely competitive global market, firm innovation is essential (Wei and Lau 2008). A company's competitiveness depends on its capacity to encourage the creation of new products (Datta, Guthrie and Wright, 2003). SHRM, in contrast to functional HRM, has been shown to have a greater impact on a firm's long-term performance and competitiveness (Wei and Lau, 2008). The people who work for an organization, both individually and collectively, contribute to the achievement of corporate objectives (Dany,

Guedri and Hatt, 2008). Human resource management is a methodical and cogent approach to managing an organization's most important assets (Betts et al., 2020). Human resources are widely recognized as the companies or organizations most valuable asset (Darwish, Singh and Mohamed, 2013). When roles and functions are clearly defined, an organization that manages its people resources well succeeds in business (Betts et al., 2020).

Usman, et al (2022) discovered that every commercial enterprise that makes good use of its people resources always succeeds. However, it is unsurprising that most mid-sized to large hotel businesses in underdeveloped nations like Ghana have now recognized the validity of this argument (Rose and Kumar, 2006). Studies by Pandya (2012) found that SME management's development of human capacity and skills influenced their outputs, which in turn influenced their long-term strategic decisions. Pandya (2012) further indicated that human resource development functions like training, recruitment, motivation, and staff retention are constantly followed.

SHRM's contextual viewpoint emphasizes the importance the HR process (Jackson and Schuler 1995; Bowen and Ostroff 2004). It is argued that, to improve organizational success, HRM practices must be consistent with other parts of the company (Bowen and Ostroff, 2004). The involvement of various organizational components in the SHRM process must be investigated to understand how SHRM might contribute to business performance (Bowen and Ostroff, 2004). Empirical research on the contextual elements that influence SHRM implementation revealed that variables and roles that are identified offer better understanding of how SHRM adoption affects company performance (Bowen and Ostroff, 2004). SHRM–performance linkage in existing literature, such as firm strategy Herndon, (2011), firm size, organizational culture, and environment suggest how

organizational growth and development is influenced. These inquiries are limited to a company's financial and market performance (Lawler, and Walumbwa, 2003). Firm innovation (i.e. the source of a firm's growth) is more crucial in today's quickly evolving global market (Lawler, and Walumbwa, 2003).

Ulrich (1997) work revealed that HR practices importance and contributions to organizational performance are becoming more widely recognized worldwide. However, HRM has been challenged in many organizations to prove the value of its operations by demonstrating their impact on an organization's profit, cost reduction, and increased added value in strategic components and customer satisfaction (Ulrich, 1997). HRM is also frequently chastised as a cost center (Ulrich, 1997).

2.4 Strategic Human Resource Management of Hotels

Many studies on the relationship between SHRM and employee engagement can be found in the literature Zaki, K. et al (2022). Luu (2021), study revealed a vacuum in terms of understanding how and which SHRM practices affect job outputs, as well as whether these practices lead to desirable hotel business outcomes. Hotels must place a higher emphasis on their HRM procedures and on staff behavior management in order to improve organizational performance (Hayes and Ninemeier, 2009). In order to maintain performance, service-providing firms must manage their strategic base with ongoing learning, development, upgrading, and originality in their services (Delery and Doty, 1996). Employment security, selected hiring, self-managed teams or teamwork, high pay depending on firm performance, intensive training, information sharing and the minimization of status inequalities are the seven best practices outlined by (Pfeffer, 1998).

Because of the fierce competition among hotels, most hotel managers have realized the need of creating a unique image (Dyer, 2015). In positioning systems, a well-expressed image plays a major role (Dyer, 1985). Hotels use environment-based tactics and distinctive HRM practices to maintain their image positioning and grow their core competitiveness (Devereux et al., 2020). The importance of excellent service features in defining the fundamental attributes of a hotel's image has been recognized in studies on image formation (Zhang and Mao, 2012). Chain hotels have historically been among the most amazing and lucrative hotels in the world (Qian et al, 2020). Nonetheless, the most vulnerable market group (Qian et al., 2020). In this regard, the goal of this study is to assist hotel managers in maintaining their business performance without deterioration through the implementation of good SHRM practices (Tompkins, 2002). The corporate image and performance of a hotel determine its success (Devereux et al., 2020).

Salama, (2022) study shows that hotel managers practice good SHRM to enhance corporate performance. Marketing literature states that business outcomes are seen as having many facets and being subjective, incorporating many opinions from various persons (Salama, 2022). This study operationalizes hotel business results as a multi-dimensional aspect of operational performance (OP), competitive advantage (C), and corporate performance (CP), which is similar to past methods (Abbas and Hussien, 2021). The OP metric is the capacity of a hotel to lower total operating costs associated with garbage processing and guest complaints (Abbas and Hussien, 2021). The measure operationalizes the potential for a hotel to enhance its reputation and increase employee and client happiness as a consequence of SHRM activities (Erras, 2020). The ability of a hotel to increase sales,

profitability, and the market share or market penetration index is made possible by SHRM practices (Abbas and Hussien, 2021).

According to Bani-Melhem et al. (2018), clients are becoming more and more demanding in terms of the caliber of the services they receive in the hospitality industry. In order to increase client satisfaction, brand loyalty, and hotel reputation (Bani-Melhem et al., 2018). According to observations, workers in the hotel industry are urged to provide innovative services (Karatepe et al., 2020). According to Bos-Nehles et al. (2017), innovative work behavior describes how employees develop, process, and put into practice new ideas for goods, processes, procedures, technologies, or combinations of these to enhance organizational performance.

According to Vohra et al. (2020), businesses can foster innovative results if they manage their human resources (HRs) effectively. Once more, adaptability to circumstances and flexibility in customizing hospitality services to meet consumer expectations require adaptable abilities and behaviors (Luu, 2021). However, in order to improve organizational performance, flexibility in adapting hospitality services to customer expectations and adaptation to contingencies are needed (Luu, 2021).

Research in this area has concentrated on HR practices other than HR practice versatility, as seen in the works of Bos-Nehles et al. (2017) and Abubakar et al. (2022) on the relationship between human resource management (HRM) and innovative work behavior. Hoque (2013) discovered that strategic HR concerns were given a lot of weight in the UK and that interest in HRM was rising. Additionally, he discovered that larger hotels were more likely to recognize the need to adopt and enhance HR policies and practices (Fambeu and Mbondo, 2022). According to him, larger hotels—typically those with foreign

ownership—were more likely than smaller ones to implement SHRM and HRM procedures (Florén, Rundquist and Fischer, 2016). He discovered that most hotels have implemented SHRM and HRM practices. Because of this, Hoque, (2013) argued that managers seem to be taking on board the necessity to discover innovative methods of employing their workforce as they have embraced the importance of service quality.

2.5 Organizational Performance

Performance of a company is a key focus in the business world nowadays. There are, however, several factors that are taken into account when conducting research and evaluating performance (Torrington and Hall, 1998). The success of an organization may be evaluated using both financial and operational (non-financial) metrics claim (Venkatraman and Ramanujam, 1986). Operations measures are related to non-financial success factors like quality, market share, satisfaction, new product development, and market effectiveness, whereas financial measures are related to economic factors like profitability and sales growth (e.g. return on investment, return on sales and return on equity) (Ganesan, 2014). They also divided performance data into primary and secondary data, according to two dimensions (Ganesan, 2014). While secondary data are gathered from publically accessible sources, primary data are directly obtained from organizations (Garcia-Carbonell, Martin-Alcazar and Sanchez-Gardey, 2015). Measures that are both objective and subjective are categorized separately in the performance measure (Georgenson, 1982). Measures of objective performance are quantitative indications (Garrick and Clegg, 2000). Usually, they come from organizations and are financial indicators (Florén, Rundquist and Fischer, 2016). On the other hand, subjective measures

are dependent on respondents' subjective evaluations, and they include both financial and non-financial factors (Hernandez-Maestro, and Gonzalez-Benito, 2011).

Hernandez-Maestro and Gonzalez-Benito (2011) recommend using subjective measurements in the management area since they make it easier to measure complicated performance variables. Additionally, due to the data's potential for being limited in scope or out of date, several authors found it challenging to gather objective measures and believe that they are inaccurate (Pitt, Caruana, and Berthon, 1996).

2.6 Strategic Human Resource Management and performance

A major challenge for HRM, one of the most important departments and functions in an organization, is to show the value of its actions by demonstrating how they affect an organization's profit, reduce costs, and increase the added value of strategic components and customer satisfaction (Altarawneh, 2017). The difficulty of measuring the results of HRM activities because the majority of them are intangible, such as employee satisfaction, customer satisfaction, altering attitudes, and so on, makes this a challenge (Altarawneh, 2017). It is difficult to quantify HRM outcomes, which makes it difficult to calculate returns on investments from HRM initiatives (Roulston, 2016). In addition, HRM outcomes take a long time to produce and to manifest (Hamid, 2013). According to Ulrich (1997), the importance of human resource management concerns to organizational performance is rising. He cites concepts like core competence, intellectual capital, organizational capability, high performance work systems, process management, value-based teams, and high performing teams (Rubel, 2018).

Rogers and Wright (1998) indicated that the most common dependent variable utilized as a gauge for the Strategic Human Resource Management plan is organizational

performance. The term "organizational performance" is frequently used to characterize changes in a company's bottom line as a result of HRM, according to Russell et al. (1985). There is evidence that certain HRM practices, like as training (Russell et al., 1985), selection (Terpastichea and Rozell, 1993), appraisals (Borman, 1991), and pay (Milkovich, 1992), are related to organizational performance. An index of HR practices and financial performance and market outcomes are related, according to Huselid's 1995 study (Altarawneh, 2016).

Appelbaum, (2015) distinguished between monetary and non-monetary metrics of organizational performance driven by HRM. Dyer and Reeve (1995) indicated that financial performance and labour costs are different in economic measures. They also added that non-monetary measures include employee trust, primary rewards, organizational commitment, work happiness, and employee stress (Florén, Rundquist and Fischer, 2016). Additionally, they offered four categories of HRM-related measures: HR results (turnover, absenteeism, and job satisfaction), organizational outcomes (productivity, quality, and service), financial accounting outcomes (ROA, ROE, and profitability), and capital market outcomes (stock price, growth, and returns) (Ulrich, 1997).

The study by MacDuffie (1995), which discovered relationships between various HR practices and productivity and quality, brought attention to the burgeoning field of research into the relationship between HR systems and performance. According to the survey, the most contentious management strategy is one that emphasizes how HRM practices impact the efficiency and productivity of organizations (Worsfold, 1999). Datta et al, (2003) study indicated that HRM interventions boost organizational performance; others argue that there

is no evidence that HRM improves performance. Datta et al, (2003) argue that HRM strategies such as employee trust, organizational commitment, job happiness, labor absenteeism, and service quality contribute to enhancing organizational performance, including turnover rate.

Again, Fambeu and Mbondo (2022) suggests that firms are having trouble keeping their best workers because of evolving labor rules and a desire on the part of workers to reach their full potential in the shortest amount of time. Management practices, inflation rates, and worker skill levels can all have a direct or indirect impact on employee retention, according to Fambeu and Mbondo (2022). They also believed that unsatisfied employees not only damaged the company's reputation but also caused organizational stagnation and resistance to change (Ganesan, 2014).

According to a study by Namusonge et al. (2014), managing employee abilities was a factor in employee staffing and retention. The study made the observation that, if proper tactics are not used by firms, keeping personnel on board in the context of a shifting business environment may prove to be a difficult undertaking (Fambeu and Mbondo, 2022). Additionally, the fear over a skill shortage is one that practically everyone shares (Uwonda and Okello, 2015). However, it is noted that the study only looked at the study's variables separately, not in combination. According to Odunga (2011), organizations from all over the world are vying for the same pool of capacities. Organizations are having trouble hiring and keeping qualified employees, though (Florén, Rundquist and Fischer, 2016). Aggressive workers place a high priority on issues related to pay, working conditions, and opportunities for professional advancement (Garcia-Carbonell, Martin-Alcazar and Sanchez-Gardey, 2015; Nyaoga et al., 2010).

Agreeing to Habibullah et al. (2016), the majority of firms experience high employee turnover because of their failure to keep employees. Due to their failure to create an environment that supports employee welfare, such as flexible scheduling, promotions, training, job design, job enrichment, performance appraisal, and compensation reviews, organizations operating in the changing business environment may find it challenging to compete (Nikolaou, 2003; Garrick and Clegg, 2000). The higher education sector in Kenya was not included in their analysis, which was restricted to retention, organizational performance, and business competitiveness in the banking sector in Nigeria (Pearce, Robinson and Subramanian, 2000).

In the words of Mutua et al. (2012), when an organization loses, employees, its ability to compete in terms of expertise, experience, and corporate memory is inevitably harmed. Retaining highly qualified personnel is one of the factors that spurs employee internal insights to identify alternative approaches of reaching organizational goals (Mutua et al., 2012), which increases productivity of any firm.

Surprisingly, the growing interest in SHRM has not been juxtaposed to the creating of relevant theoretical conceptions (Guest, 1997). Indeed, numerous scholars have critiqued SHRM's theoretical foundations, and many have advocated for forming a SHRM theory (Dyer, 1985). There are two main reasons for this criticism. The first HRM concept, which gave rise to SHRM, has received harsh criticism for having insufficient theoretical support (Legge, 1999). According to Delery and Doty (1996), the second criticism is that academics have treated the topic of SHRM from a variety of approaches with little appreciation for its differences and no attempt to find commonalities. To assess the

potential and adoption of the concept, this understanding is required (Munawar et al., 2022).

Afsal et al. (2013), indicated that one of the HR competitive strategies that boosts organizational productivity is human resource planning. They gave an outline of the significance of strategic human resource management to organizational performance. According to Afsal et al. (2013), businesses should always look for individuals with the right mix of knowledge and skills to perform.

as stated by Afsal et al. (2013), organizations without definite HR plans are prone to failure. In addition, Afsal et al.'s (2013) study showed that the focus of work was restricted to training and human resource planning and discovered a substantial relationship between the two. In their study, Magutu (2010) investigates the actual problems that are attributed to firms with declining performance, including the incapacity of employees to advance in their careers, the lack of staff development programs, subpar compensation plans, and subpar working environments. Additionally, Chebet (2015) demonstrated that firms cannot meet customer demands in a changing business environment without efficient HR planning. He said that businesses should hire HR specialists to carry out an employee needs analysis. The focus of Chebet's study from 2005 was on analyzing the effects of pay, leadership, training, and working environment on employee performance in a firm.

Additionally, according to Spanos and Lioukas (2022), firms functioning in a dynamic business environment should continuously adopt strategic human resource planning to satisfy client expectations in the future. In the highly competitive business environment, organizations that cannot identify the ideal staffing ratio and the combination of knowledge and abilities needed to execute more effectively risk going out of business (Spanos and

Lioukas, 2022). Organizational growth can be significantly impacted by the selection of the best methods for calculating the necessary number of employees (Georgenson, 1982). According to Hassan et al. (2013), there is a discrepancy between organizational production and the number of employees. Hassan and others (2013) added that the continuous development of employee skills and knowledge is seen to be one of the drivers of organizational performance.

2.7 Strategic Human Resource Management Practices

Organizations can improve their performance by implementing strategic human resource management and worker administration techniques (Gjerald & Furunes, 2020). According to SHRM experts, an organization's representatives and their methods of conducting business have a significant impact on the organization's success (Katou & Budhwar, 2006). In line with current conceptual frameworks of the intuitive consequences of SHRM practices and aggressive technique on firm performance, organizations that can effectively influence the practices of their employees through HRM frameworks will be able to grow their performance (Huselid, 1995). Human resource integration, strategy, and go core conceptions of strategies are typically the focuses of strategic HRM practices (Armstrong, 2007). Based on a survey of the literature, it may say that businesses that use or adopt best practices in HRM do better than those that do not (Venkatraman & Ramanujam, 1986).

2.7.1 Training and Development System

Businesses can improve the quality of their current employees by offering proper training and development. Investing in problem-solving, cooperation, and interpersonal relations training does, in fact, pay off at the corporate level, according to research (Barak et al., 1999). Employees' immediate and potential skills, knowledge, and capacities are all

improved through training and development (Aswathappa, 2008). To meet the problems that come with professions and workplaces in the twenty-first century, employees must continuously update their knowledge, skills, and work practices, and businesses should invest extensively in human capital development (Huselid, 1995). Aswathappa, (2008) concluded that investing in staff training has a positive impact on organizational performance.

2.7.2 Recruitment and Selection

According to Pfeffer (1994), a thorough, reliable, and complicated selection system is essential to the recruiting and selection process since it helps identify a qualified candidate with performance potential. A stringent hiring procedure encourages elitism, elevates performance expectations, and conveys that employees are important to the company (Pfeffer, 1994). A mismatch between the individual and the job could limit performance levels, but a clever selection process can guarantee a better fit between the person's skills and the organization's needs. Furthermore, according to Terpsra and Rozell (1993), selection has been associated with higher company performance.

A valid recruiting and selection procedure enables an organization to assign the right kind of qualified employees to the best prospective activity position, ensuring hierarchical viability (Terpsra and Rozell, 1993). The processes of attracting and choosing people for employment in the sector are referred to by the terms recruitment and selection. People in charge of hiring new employees should be schooled on the intricate recruitment and selection processes used by the staff department of a larger organization (Terpsra and Rozell, 1993).

2.7.3 Performance Appraisal System

Organizations can utilize appraisal tools to track the development of desired employee attitudes and behaviors (Sujová et al., 2014). This appraisal-based data could be used to alter hiring and training methods in order to find and develop individuals who exhibit the required behaviors and attitudes. However, talented personnel' performance will be limited unless they are driven to do their jobs (Sujová et al., 2014). The practice of analyzing an employee's current and/or historical performance against his or her performance standards is known as performance evaluation. How well performance appraisal is implemented determines its success (Sujová et al., 2014). Furthermore, it relies on how enthusiastically and how well-versed in the performance review system the employees are. It is essential because it helps managers make wise administrative choices regarding employee payoffs, incentive pay increases, fringe perks, and promotions (Sujová et al., 2014). According to Sujová et al. (2014), a performance evaluation is a systematic and routine process that assesses an employee's job performance and productivity in relation to established organizational goals.

2.7.4 Compensation System

Businesses can affect employee motivation in a number of different ways, according to Boudreau et al. (1999). Through performance-based compensation, employees can be rewarded for achieving the objectives and goals set forth by the organization. A sizable body of evidence is presented by Boudreau et al. (1999) that incentive-based compensation affects business performance. Representatives receive a variety of remuneration and benefits as a result of their work (Kee, et al 2015). A large body of evidence shows that base pay has a considerable impact on business performance (Olagbemi, 2021). HR divisions and organizations invest a lot of time and money into putting together benefit packages that can be used to both hire new employees and keep the ones they already have (Olagbemi, 2021). The research of Maina (2011), revealed that the vast majority of businesses that are rated as providing the best services include rules for effective compensation, career advancement, a flexible work environment, and employee recognition. If effectively adopted in any competitive system, good employee relations, delegation, consultation, and autonomy in decision-making are some of the variables that enhance organizational performance. It should be highlighted, nonetheless, that the study was restricted to strategic HRM practices (Maina, 2011).

2.7.5 Employee Participation

The foundation of HRM is the notion of treating employees as the company's most valuable asset (Verma, 2000). Therefore, it is obvious that encouraging and supporting more employee influence and participation is essential to good HR practice in businesses. Studies have shown that employee involvement is positively related to an employee's performance, happiness, and productivity (Verma, 2000).

2.7.6 High Performance

The growth of many interrelated HRM forms that, when combined, improve hierarchical performance is referred to as higher management (Espeland and Stevens, 1998). It is also reported by Espeland and Stevens (1998) that to select work entails the advancement of a number of interconnected procedures that, when combined, have an impact on the firm's execution through its employees in areas like efficiency, quality, and also dimensions of client administration, development, and benefits, as well as the delivery of increased investor esteem. Also, the study of Muhammed and Abdullah, et al (2016) indicates that supporting the economy's development and advancement needs will be more practicable when the human asset is purposefully built and equipped with fundamental skills that will help the organization to accomplish its genuine potential.

2.7.7 Teamwork

For a variety of reasons, compelling teamwork in the workplace is crucial; nonetheless, one of the most important is to create progress (Shaw, et al 1998). When a group works well together, you may expect a positive outcome from your efforts. When working as a team, you have a wide set of people contributing amazing ideas and explanations to problems (Shaw, et al 1998). A group that works well together is also willing to encourage one another as they complete their tasks and achieve their goals. A group, according to (Shaw, 1981), is a collection of people who work together. A group is a collection of people that have a high level of trust in one another and are working together to achieve a goal or complete a task. It could comprise similar individuals operating in parallel, with the group benefits usually centered on reducing costs by sharing data and assets (Garrick & Clegg,

2000). In this vein, (Kleiman, 1997) identified collaboration as one of the HRM practices that improves a firm's competitive advantage.

2.7.8 Promotion

The model for rating employees through systematic performance appraisal aids in identifying the best qualified applicant by taking into account both quantitative and qualitative aspects of the incumbent's performance (Kalyani & Chong 2018). Employees are promoted to certain professional tracks during their employment (Kalyani & Chong 2018). This is because today's employees design and manage their own career pathways with one or more companies. To reward employees' performance and productivity, merit-based promotions are necessary. To eliminate subjectivity in the promotion review process, HR managers must be more involved (Kalyani & Chong, 2018).

In contrast to underdeveloped countries such as Ghana, the developed world places a high value on SHRM in hotels. According to a review of the literature, few studies that provide information on SHRM practices in developing countries have been published internationally (Ananthram & Nankervis, 2013).

This study focuses on the HRM processes of recruiting, selection, training, and development, as well as remuneration, job design, and appraisal. Two of these actions are required for firms to acquire and develop the critical human resource competencies required to achieve corporate objectives (Olli, 2018). In the literature on hotel HRM, these activities are often considered as crucial (Timo & Davidson, 2005), with considerable sums of money spent each year on hiring and training new workers (Georgenson, 1982).

"Strategic managers" work in a strategic unit or level of a hotel. General Managers and first-line managers who are either Head of Department or supervisory level are included among these managers (Guest, 2021). Mensah (2015) identified managers, HR specialists, and chief executive officers (CEOs)/ general managers as key actors to implementing SHRM plan. Mensah (2015) added that the managers' ability to demonstrate exceptional line-of-sight and a firm understanding of a company's strategic goals would be depended on the SHRM plan (Lepak & Bosewell, 2012).

2.7 Conceptual Framework

In terms of strategic human resource management, the development of the hospitality sector, which includes hotels, motels, tourist destinations, and other recreational facilities, is dependent on having a successful human resource management plan. This study developed a conceptual framework with thick lines and arrows that depicts how a strategic human resource management strategy can increase the effectiveness, productivity, and development of hotels. The diagram below provides more information;

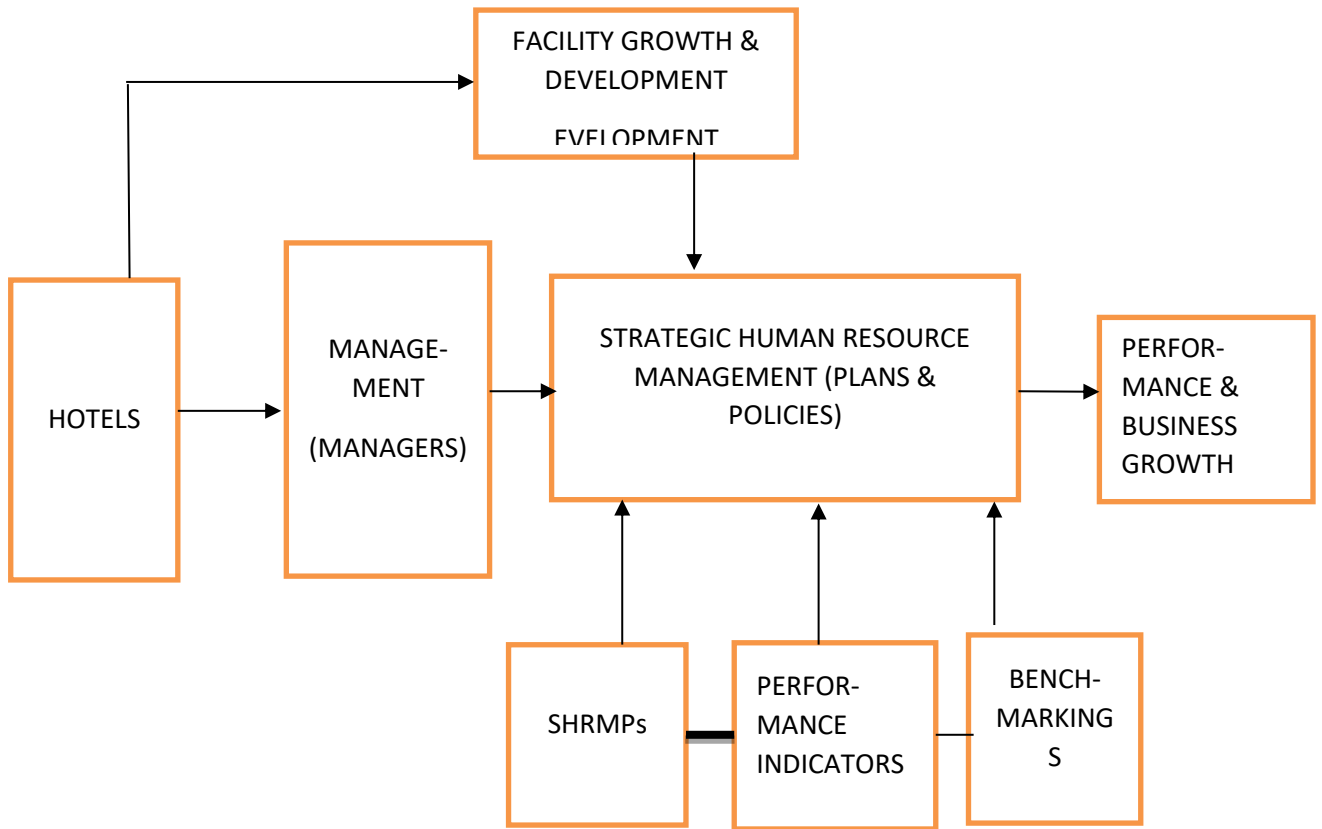


Fig. 2.1 Conceptual Framework

Source: Authors construct (2022)

According to the framework, hotel development is heavily driven by management capacity, which is the ability of managers, managers, CEOs, founders, and owners to make crucial and strategic decisions, as well as resource mobilization, to influence the performance and growth of hotels. Managers must take the initiative in developing strategic human resource management plans and policies. The plan and policies benchmarked with human resource management practices as a common guideline for hotels to follow. Strategic human resource management practices include strategic job design, strategic compensation and

reward systems, strategic recruiting and selection, strategic training and development, and strategic appraisal.

In current age of global competitiveness in the hotel business, which is quickly expanding in terms of numbers, quality, and practices, this is done to obtain great practices. The framework also acknowledged the importance of setting indicators and required that hotels provide indicators for staff evaluation of their jobs and performance. In order to become a desirable location for guests, hotels must be rigorous in their benchmark setting. To accomplish strategic human resource management, all of this will have an impact on how the plans and policies for managing human resources strategically are design.

To affect the strategic human resource management plan's implementation, resources are also essential. The management, CEOs, and their business partners provide the majority of the resources. Financial, logistical, and largely human resources are examples of resources. Resources that are effectively used in accordance with a sound management plan will contribute to the expansion and performance of hotels.

This framework serves as a foundation for the study and acknowledges the fact that, in the development of hotels, there is the need to have a strategic human resource plan for efficient strategic human resource management. Since the quality of human resource and practices is an integral part of influencing the development of the hospitality, industries like hotels in the Upper West Region.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In chapter three of the study, the methodology and study profile are described. The first section of this chapter offers information about the methodology which includes the research strategy, research design, data collection, sampling procedure, data analysis approach, and ethical issues that guided the investigation. The second section focused on the study profile.

3.2 Research Methodology

3.2.1 Research Design

The study's main goal was to evaluate the impact of strategic human resource management on hotel performance in the Upper West Region. This study uses a mixed-methods research approach, with a quantitative questionnaire used to gather data and qualitative key informants used to gather more information and in-depth viewpoints. The research design, according to Punch (2005), places the researcher in the empirical world and connects the research question to the data that have been gathered. For the sake of reference and going back to the primary research topic, research questions:

Research, analyze, and evaluate the relationships between SHRM and hotel performance in Ghana's Upper West Region, keeping the primary research question in mind. This study's objective is to identify the SHRM practices applied in hotel operations in the context of Ghana's Upper West Region.

The data is only accessible from the author's drive and was gathered over the course of three weeks. In order to comment on the study question and fully comprehend the broad

patterns of SHRM in hotel performance, this quantitative data is subsequently employed for statistical analysis.

Questions were also distributed to key informants that are stakeholders in the hospitality industry. These include Ghana Tourism Authority, food and drugs authority, environmental and sanitation departments of MMDAs, some hotel owners etc to give their rich experience on the topic. This was done by conducting these interviews by giving out the questions to selected people amongst them by meeting participants "face to face" this may be in a semi-structured or in-depth interview with the participants, meeting with them one after the other to discuss some aspect of research (Saunders, 2015). During these interviews, the participants' experiences in the hotel industry were also taken into consideration as a source of additional insights. The focus was still on understanding the motivations behind the SHRM practices and performances at the time. Semi-structured open-ended questions were distributed to key informant so that participants may respond fully to the inquiries (Roulston, 2016). It is important to note that the data obtained through surveys gave responses from the perspective of hotel management, whereas the data obtained through key informant gave responses from the perspective of stakeholder in the industry. Both data gathering techniques enable concluding findings to more fully comprehend SHRM in the hospitality sector, as well as practices and hotel performance.

3.2.2 Mixed Methods Approach

Mixed Techniques In the middle to late 1980s, a mixed technique of research was introduced (Creswell, 2016). Within a single study, this methodology uses both quantitative and qualitative data (Classen et al., 2007). Because one data source might not be sufficient, a secondary method may be required to supplement a primary method, and preliminary results may need to be explained further, it focuses on gathering, analyzing,

and combining both data to provide a better understanding of research problems than either approach alone. Along with an investigation of factors that take place on a community or public level, it also offers a practical way of examining the ideals and beliefs of a population. Convergent parallel design mixed methods, explanatory sequential mixed methods, and exploratory sequential mixed methods are the three main key designs in mixed method research, according to (Creswell, 2016). In research, pragmatic approach mixes qualitative and quantitative methodologies since it identifies blended methods as the most appropriate way (Akotia, et al 2016).

3.2.3 Convergent Parallel Design

The research employed convergent parallel design, which involves carrying out both the quantitative and qualitative components at the same time during the research process, assigning equal weight to each strategy, analyzing the two separately, and merging the results (Mkuna, 2021). Design Parallel Convergent provides a comprehensive analysis of the research problem, convergent parallel design mixed methodologies is utilized to merge or converge quantitative and qualitative data. This method involved collecting both types of data at the same time, giving each method equal weight, maintaining the independence of the data analysis, combining the results during the overall interpretation, and searching for convergence, divergence, contradictions, or relationships between the two sources of data (Retailleau, et al. 2019).

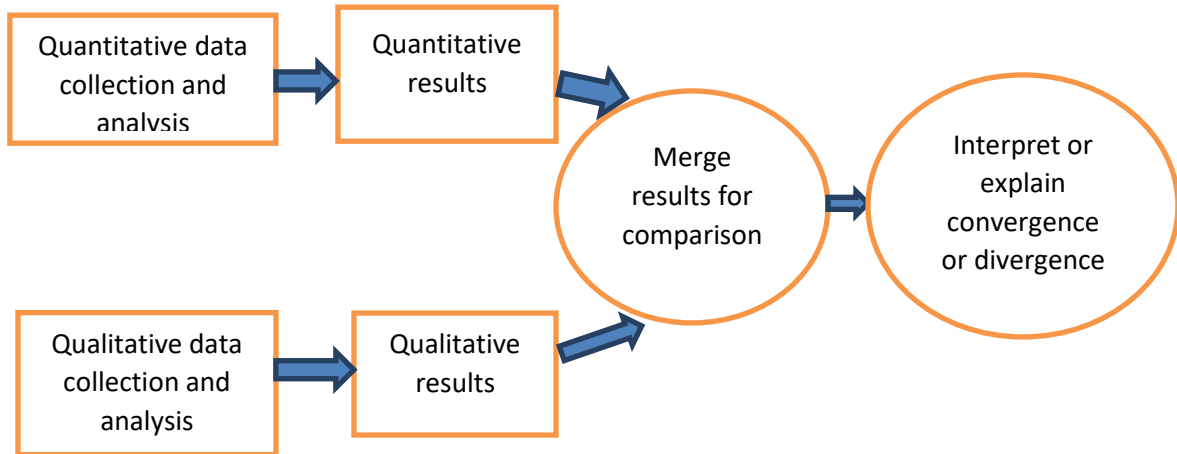


Fig. 3.1: Convergent Parallel Mixed Methods Diagram

Data was gathered and analyze from two separate independent strands of both quantitative and qualitative study. Hotel managers in the upper west who will be chosen by non-probability sampling will be asked to complete questionnaires for the quantitative strand. The examination of (key informants) senior staff members' comments from the Upper West Region's hotel business makes up the qualitative strand. To converge or merge the data, the study use side-by –side comparison to combine the quantitative and qualitative data (Creswell, 2016). The quantitative statistical data and the qualitative findings that support or contradict the statistical findings of research questions 1, 2, and 3, which are as follows: 1. what are the hotel industry's SHRM practices? 2. What is the relationship between SHRM and the performance of the hotel industry? and 3. How does SHRM affect hotel sector performance? It is established that because researchers present the results in an argumentative mode, by first presenting one set of findings and then the other, the method is referred to as "side-by-side" (Salim, 2019).

3.3 Sources of Data

3.3.1 Primary Data

The Ghana Tourism Authority, property owners, parks and gardens, tour guides, MMDA officials in charge of hospitality, and hotel managers will be contacted for information. These were obtained through the use of a questionnaire that was self-administered.

3.3.2 Secondary Data

The study's secondary data will be gathered from pertinent literature, such as journals, conference proceedings, and other documents that are already in the public domain. Additionally consulted were completed theses and research reports from reputable tertiary institutions. The context of the current research was helped by the information from these sources.

3.4 Sample Population

According to Ampofo (2017), the target population is the total group of respondents who meet the predetermined set of requirements. The sample size for this investigation was 54 as the total number of registered hotels and guest houses in the upper west. The total number of the hotels (57) was obtained from the Ghana Tourism Authority (GTA), considering the number coupled with the capacity of the study to capture all the 54 hotels, the number was so accepted as the target sample frame as well as the sample so determined. The study's target audience consists of Upper West hotel managers/ manageress and CEOs. Ten stakeholder institutions related to the hospitality sector were purposefully selected as key informant.

3.4.1 Sample and Sampling Technique

According to Ampofo (2019), "it is imperative that you choose a population aspect to be included in your study." In contrast to studies with small populations, some may involve a large population. In such a case, a sample—, which is a subset of the entire population— may be chosen for analysis. The sample size for this investigation was chosen using the Taro Yamane formula for estimating sample size. The sample size for this study was 50 hotel managers based on the Yamane formula (1967); $n = N / (1 + N(e)^2)$. In the upper west, 57 people make up the sample hotel population. The study's target audience consists of Upper West hotel managers and manageresses as well as institutions with stakes in the management of the sector. The total number of managers and managers in the region's chosen hotels was fifty (50), and there were ten stakeholder institutions related to the hospitality sector (10). There were sixty people in the study's population overall (60).

3.4.2 Simple Random Sampling

The researcher chose participants for the study using a straightforward random sampling technique. For the study's quantitative component, a simple random sampling technique was used to choose respondents for questionnaires. Simple random sampling entails equal odds of selection for every member of the sampling population (Creswell, 2013). Of all the probability sampling techniques, simple random sampling is the most straightforward conceptually. It needs an entire sampling frame. The fact that it is error-free in classification and only needs a basic understanding of the population (the frame) in advance is advantages. Because of its simplicity, it is also fairly simple to interpret data obtained through simple random sampling. Sixty (60) respondents in total were chosen for the study.

This sample size was chosen to allow the researcher to manage them and to prevent the researcher from having a purely academic viewpoint.

3.4.3 Purposive Sampling

Respondents for key informant interviews were also chosen using a purposeful sampling technique. Deliberate sampling is frequently used in qualitative research to find and select cases that contain a wealth of relevant information about the phenomenon under study. Purposive sampling of experts was used to identify respondents as key informants for the qualitative components of the study.

3.5 Instruments for Data Collection

The research used a questionnaire to gather its data. A questionnaire is a research tool made up of a number of questions used in a statistical study. The type of structured questionnaire was employed. A structured questionnaire, according to Ampofo (2020), is a tool for gathering data that has predetermined standard questions or items designed to gather numerical data that can be subjected to statistical analysis. In order to give respondents the chance to respond to model questionnaire questions, he explains that the questions are closed-ended and the answers are outlined. The respondents to the structured questionnaire were more at ease answering predetermined questions than questions that required them to express their opinions and feelings. The instrument, however, prevented the researcher from examining the participants' emotions and experiences (Ampofo, 2019).

Key informant interviews were also used in the study to gather information from institution officials who represented key stakeholders regarding their professional opinions on the qualitative aspects of the investigation. The key informants were used in a purposive sampling procedure to obtain the opinions of professionals on issues pertaining to the

industry and the subject under study. The key informant questions were designed to make it simple for them to express their opinions in support of a more thorough examination of the sector.

3.6 Data analysis and presentation

In order to analyze an understudied area where prior knowledge is insufficient and get insight into the research phenomenon (Saunders, 2015), this study will perform an exploratory investigation (Psychogios et al., 2016). Descriptive and inferential statistics were used to examine the survey questionnaire. The SHRM measuring scales were drawn from (Ngo et al. 2008), while the measuring scales for hotel performance and competitive strategy were generated from (Huang et al 2020). In order to analyze the behavior of the idea and align the measurement criteria for each variable, five-point Likert scales anchored on "strongly disagree" to "strongly agree" were used (Sekaran & Bougie, 2016). This enables the assessment of SHRM, competitive strategy, and hotel performance. The researcher personally distributes the questionnaires in accordance with the aforementioned suggestions to ensure that the required data is gathered from the appropriate respondents, who are largely hotel owners/managers. An introductory letter from the university accompanied the questionnaires to the hotel managers to assure them it was for educational purposes. The ethical use of the data is taken into consideration throughout the data collecting procedure, while they are assured of the confidentiality of their responses.

Key informant interviews were categorized, described, and quoted in relation to the qualitative aspects. Information from the key informants was used in a triangulation process to further validate or refute the field data.

3.7 Data Validity and Reliability

In order to assure validity, data collected from the key informant interviews and the replies to the questionnaires were triangulated. Because different approaches were employed in the data collection process, triangulation was also used to help widen and give a deeper understanding of the phenomenon that is being examined in order to boost accuracy and measure validity.

3.8 Ethical Issues

The study adhered to strict ethical consideration measures were taken to ensure that the study legitimacy. Informed consent was undertaken by means of interpreting the purposes and nature of the research and participants agree to be part of the study by signing a consent form. Participants were also assured of confidentiality in responses. Also, the study ensured that submissions were used for the study purposes without any third-party consumption of information.

Additionally, respondents' confidentiality and identities are properly protected. The data gathered is exclusively used for this research study, and no information about them is ever disclosed. The researcher places a high importance on respondent comfort, so questions on availability and responsiveness are asked of respondents at the outset.

The majority of the data used in this study was gathered from primary sources using questionnaires and key informants interviews. Information from the target population was gathered using key informants and questionnaires. To prevent respondents from misinterpreting the questions, a cover letter outlining the study's objectives was included with each questionnaire. Information on literature was gathered from secondary sources, including books, journals, and earlier research papers.

Surveys were examined using statistical tools like means, standard deviations, frequencies, and percentages. Themes were used to categorize, describe, and quote key informant interviews. The research conclusions and recommendations were based primarily on the findings from the analysis, and the statistical analysis results were critically examined.

3.9 Profile of the Study Area

3.9.1 Study Area

Geographically, the study concentrated on all hotels in Ghana's Upper West Region. The study, on the other hand, assesses the context-specific effects of strategic human resource management on hotel performance in the Upper West Region. Given the vital role that hotel development plays in local development and company operations in Ghana, it is critical to perform a detailed examination of the strategic human resource management contributions made by hotels to development and operations. The study's second main objective is to evaluate the hospitality sector's strategic human resource management in light of the region's up-and-coming development.

3.9.2 Population and Location

According to the Ghana Statistical Service's 2021 National Population and Housing Census, there are 901, 502 people residing in the Upper West Region altogether (GSS, 2021 Census). The Upper West Region of Ghana is located in the northwest of the country, bordered to the east by the Upper East Region, to the south by the Northern Region, to the west by Côte d'Ivoire, and to the north by Burkina Faso. Wa is the largest town and regional center in the Upper West.

3.9.3 Size

A geographical area of 18,476 square kilometers, or about 12.7% of Ghana's total land area, is covered by the region. In the Guinea Savannah belt is where the area is situated. Shea, baobab, dawadawa, and neem are some of the drought-resistant trees that are frequently seen in this area. These trees provide wood for building houses as well as fuel for domestic use.

3.9.4 Climate

The climate of the Upper West Region largely follows a pattern shared by the five northern regions. There is only one rainy season, which lasts from April to September and has an annual precipitation of roughly 115 cm. Following this comes harmattan, a long dry season that begins cold and cloudy in early November and lasts until early March, when it is ended by the arrival of early rainfall in April. The monthly average temperature ranges from 21 to 32 degrees Celsius. Temperatures peak at 40 degrees Celsius in March, shortly before the rainy season begins, and fall to 20 degrees Celsius in December, during harmattan, which is driven by the north-east trade winds. Specifically, the area west of the capital Wa and in the vicinity of Lawra, also known as the Wa-Lawra plains, has a nearly flat

topography. Except for the area east of Wa, where the land rises more than 300 meters above sea level, the land is typically between 275 and 300 meters high. The land drops to roughly 150m above sea level as it travels further east.

There are various soil types in the area. They consist of groundwater laterites, tropical brown yeast, terrace soils discovered along river and stream banks, and ochrosols from the Savannah. Numerous grains, pulses, tubers, and cotton can be grown well in these types of soil. Tobacco is one crop that is frequently grown on soil types found in terraces.

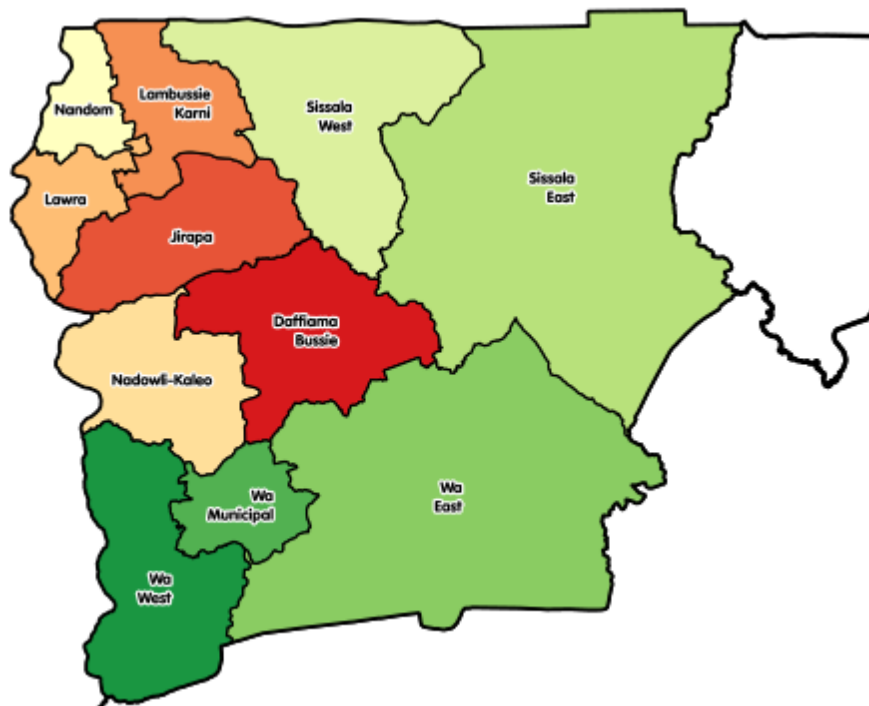


Fig. 3.2: Map of the Upper West Region

Source: GSS, 2021

3.9.5 Tourism

The Wechiau Hippopotamus Sanctuary is located in the Wa West District, southwest of Wa, along the Black Volta River. The Gwollu Wall in the Sissala District is the birthplace

of a previous Ghanaian president. Kobine, Kakube, Zumbeti, Willa, Damba, Paragbiele, Bagre, Kala, Bongngo, and Singma are festivals that highlight the regional population's way of life. The Walas, for example, observe the Damba, which is designed to usher in the New Year. During this event, the Chief is judged on his physical health to continue guiding his people. Both the Kokube festival of the Nandom people and the Kobine festival of the Lawra people are observed to praise God through the ancestors for blessing those with a plentiful harvest.

3.9.6 Arts and Culture

At the lineage and settlement levels, the inhabitants of the Upper West Region are arranged under chiefs. Chieftaincy is a prestigious institution that plays a significant role in community mobilization. In Sissala, the chiefs are referred to as Koro (e.g., Tumu Koro) while the other districts are referred to as Na (e.g., Wa Na). There are 21 traditional paramountcies, including two in Jirapa-Lambussie, three in Lawra, seven in Nadowli, five in Sissala, and four in Wa.

The Mole Dagbon and Grusi are two broad generic categories that encompass the majority of the ethnic groups in the area. Dagaare, Sissali, Wale, and Lobi are the primary languages spoken in the area. Except for the Lobi, who follow a matrilineal system of inheritance like the Akan in southern Ghana, inheritance is patrilineal. The extended family system shares resources in polygamous marriages. There is often male dominance and a low status for women in the area.

The three main religions are African traditional religion, Christianity, and Islam. Rural areas tend to be more dominated by traditional life and beliefs than urban areas do. The

Damba festival takes place in Wa, Dembenti is celebrated by the Dagaabas, Kobine is held in Lawra, and Kakube is held in Nandom.

The Wa Na's Palace and Dondoli Sudamic (Larabanga) Mosque, Jirapa Na's Palace, Nandom's Gothic art church made entirely of stone, and Wechiau's hippo sanctuary are just a few of the region's tourist attractions. The Gwollu Slave Defense Wall, slave site caves, and George Ekem Ferguson's tomb are additional attractions.

Table 3.1: Hotels and Guest House Distributions in the Upper West Region

| S/ N | MMDAS | Budget | standard | 1-Star | 2-Star | 3&4-Star |
|--------------|------------------------|-----------|----------|----------|----------|----------|
| 1 | Wa Municipal | 19 | 3 | 7 | 6 | |
| 2 | Jirapa Municipal | 3 | | | | 1 |
| 3 | Sisaala East Municipal | 5 | | | 1 | |
| 4 | Sisaala West District | 2 | | | | |
| 5 | Nandom Municipal | 3 | | 1 | | |
| 6 | Lawra District | 2 | | | | |
| 7 | Nadowli/Kaleo District | 3 | | | | |
| 8 | Lambussie District | 1 | | | | |
| Total | | 38 | 3 | 8 | 7 | 1 |

Source: GTA, UW/R (2022)

3.11 Socio- Economic Characteristics of the Upper West Region

3.11.1 Economic Activities

Agriculture and related work accounts for 72.0% of the region's employment, followed by 12.1% in production and transport equipment, 5.2% in sales, 4.0% in services, and 4.0% in

professional, technical, and related work. The five together account for at least 96.0% of all jobs in each district (GSS, PHC 2010).

The position of agriculture as the top occupation is upheld across all districts. The second-ranked activity in terms of regional output, production and transport equipment work, remained in all districts. With the exception of Wa, where it is ranked fourth, professional and technical work, the third-largest occupation by region, remains in third place in every district. Only in Lawra did sales work maintain its fourth-place regional ranking; in Wa it is third and in the other three districts it is fifth.

3.11.2 Industry

Agriculture, which includes work in forestry, hunting, and other allied businesses, accounts for 49.1% of all industrial activity, followed by manufacturing (10.9%) and wholesale and retail commerce (15.2%). 75.2% of the economically active population (those who are 15 years of age or older) is represented by the total industrial output of these three. The three primary industrial activity at the regional level are agriculture, which includes work in hunting, forestry, and associated industries (73.3%), manufacturing (8.9%), and wholesale and retail commerce (4.9%), which together account for 87.1 percent of the region's industrial operations. Compared to the national average (3.4%), there are slightly fewer people in the region (2.9%) who work in education.

3.11.3 Health Infrastructure

The region has a regional hospital, which serves as the region's referral hospital for the various districts in the region. In the various districts of the region, there are seven district hospitals. In the districts lacking district status hospitals for the people's quality healthcare,

four additional district hospitals are in various stages of completion. The majority of the health facilities are in Wa, with the remainder being split fairly evenly among the other districts.

3.11.4 Educational Infrastructure

The region's various districts are home to a number of tertiary educational institutions. Wa municipal has the most tertiary institutions, including one teacher training college, two universities, one nursing training school, and a number of affiliated university centers for continuing education.

The district of Nadowli/Kaleo has one teacher training college, and the municipality of Jirapa has two nursing training colleges. While the municipalities of Nandom and Lawra each have one training college. Sisaala East also has a teacher training college and a nursing training college.

CHAPTER FOUR

RESULT AND DISCUSSIONS

4.1 Introduction

This chapter discusses data analysis and interpretation based on interviews. In addition, secondary information obtained from literary sources has been analyzed and synthesized with primary source information. Tables, pie charts, and graphs have been used to illustrate and analyze some of the responses to questionnaires. It also featured discussions and major findings of the study.

4.2 Respondents Bio- Data

The table below contains the headings such as variables, response, facility grade total and percent. The sex distribution of the table shows that the number of male respondents across the various hotel facility grades is 37 out of the 50 questionnaires retrieved and represents 74% of the total respondents. The sex distribution of the female respondents across the hotel facility grades in the Upper West Region is 13 representing 26%. This clearly shows that, there is some kind of gender representation in the hotel industry.

In age group category, only 3 participants representing 6% belonged to 20-29 age group. 27 respondents representing 54% belong to 30-39 and 40-49 age groups is 4 respondents representing 8%. Only 16 respondents representing 32% belonged to the age group above 50 and above. This shows that there is a huge number of youth managing these businesses in the Upper West Region.

With respect education, 14 respondents have High National Diploma (HND) as their highest qualification representing 28percent. 18 respondents have first-degree as their highest education representing 36 percent. 11 respondents are masters' degree holders as

their highest qualification representing 22 percent. Only 6 have PHD as their highest qualification representing 12 percent. Only 1 respondent have SHS certificate and below as highest educational level representing 2 percent. This represents the highest educational qualification of hotel managers and the hotel facility grades of the Ghana tourism Authority hotel grading in the Upper West Region.

About the industry experience, 18 respondents had experience of 1-5 years in their field representing 36 percent. 32 respondents belonged to 6 years and above years of experience bracket by 64 percent. About respondents positions held in the hotels, 34 of the respondents are managers representing 68 percent. 11 of the respondents were found to be Manageress representing 22 percent. Assistant managers were found to be 3 representing 6 percent. Others choose founder, 2 respondents were found to be founders representing 4 percent. Details provided in table 1.

Table 4.1: Bio- data of Respondents

| Variables | Response | Facility Grade | | | | | Total | Percent |
|--|-------------------|----------------|----------|----------|----------|----------|-----------|------------|
| | | Budget | Standard | 1-STAR | 2-STAR | 3&4-STAR | | |
| Sex | Male | 25 | 2 | 4 | 5 | 1 | 37 | 74 |
| Distribution of Respondents | Female | 8 | 0 | 2 | 3 | 0 | 13 | 26 |
| Total | | 33 | 2 | 6 | 8 | 1 | 50 | 100 |
| Age category of Respondents | 20-29 | 2 | 0 | 0 | 1 | 0 | 3 | 6 |
| | 30-39 | 18 | 2 | 3 | 3 | 1 | 27 | 54 |
| | 40-49 | 2 | 0 | 2 | 0 | 0 | 4 | 8 |
| | 50 and above | 11 | 0 | 1 | 4 | 0 | 16 | 32 |
| Total | | 33 | 2 | 6 | 8 | 1 | 50 | 100 |
| Respondents Educational Qualification | HND | 9 | 1 | 2 | 1 | 1 | 14 | 28 |
| | First Degree | 14 | 1 | 1 | 2 | 0 | 18 | 36 |
| | Master Degree | 5 | 0 | 2 | 4 | 0 | 11 | 22 |
| | PHD | 4 | 0 | 1 | 1 | 0 | 6 | 12 |
| | SHS and Below | 1 | 0 | 0 | 0 | 0 | 1 | 2 |
| Total | | 33 | 2 | 6 | 8 | 1 | 50 | 100 |
| Length of experience in the hotel industry | 3-5 | 10 | 2 | 4 | 2 | 0 | 18 | 36 |
| | 6 and above | 23 | 0 | 2 | 6 | 1 | 32 | 64 |
| Total | | 33 | 2 | 6 | 8 | 1 | 50 | 100 |
| Position held in the facility | Manager | 24 | 2 | 4 | 4 | 0 | 34 | 68 |
| | Assistant Manager | 6 | 0 | 2 | 3 | 0 | 11 | 22 |
| | Founder | 1 | 0 | 0 | 1 | 1 | 3 | 6 |
| | Founder | 2 | 0 | 0 | 0 | 0 | 2 | 4 |
| Total | | 33 | 2 | 6 | 8 | 1 | 50 | 100 |

Source: Field Survey (January, 2022)

4.3 Strategic Human Resource Management practices of hotels in the Upper West Region

4.3.1 Recruitment and Selection Process

The data on recruitment and selection process gauging from management perspective revealed that, about 16 of the respondents making up 32% places maximum interest in impartial recruitment and selection process in the various hotels. As they indicate strongly agree in offering their response, while 22 of the respondents all making up 44% were also of the view that, there is impartial recruitment and selection process at their hotels as they indicate agree. About 10 of the respondents representing 20% been doubtful, as they indicate not sure. The least of the respondents were 2 made up 4% did not implore impartial recruitment and selection process at their hotel as the indicate disagree. The data suggest a little over half of the respondents implore impartial recruitment and selection process at their hotels is crucial in the achievement of the strategic human resource management to achieving the strategic objectives and goals to impact growth of the hotel services in the Upper West Region. Details provided in table 2.

On recruitment and selection process, key informant had this to say;

The industry is so sensitive because of the hospitality nature of the work, the recruitment and selection process is the best to do. This is because competence of the staffs is one thing that will always bring results them but as well as credibility and honesty is another. Staff that will be honest and credible not staff that will link with arm robbers to give them information on hotel customers. Staff that will return customers items when they forget them at their hotels. It is so crucial to have the best human resource available to ensure success and best performance in the hotel.

It remains a best way in to getting the best employees to any organization. (Key Informant, Wa, 2022).

Table 4.2: Recruitment and Selection Process

| Variables | Impartial recruitment and selection process at the hotel | | | | Total |
|--------------------|--|-----------|-----------|----------------|------------|
| | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 2 | 7 | 13 | 11 | 33 |
| Standard Grade | 0 | 0 | 1 | 1 | 2 |
| 1-Star | 0 | 1 | 4 | 1 | 6 |
| 2-Star | 0 | 2 | 3 | 3 | 8 |
| 3 & 4- Star | 0 | 0 | 1 | 0 | 1 |
| Total | 2 | 10 | 22 | 16 | 50 |
| Percent (%) | 4 | 20 | 44 | 32 | 100 |

Source: Field Survey (January, 2023)

4.3.2 Expert Service for Recruitment and Selection of Hotel Workers

The data on mode of recruitment and selection process gauging from management perspective revealed that making up 8% places maximum interest in expert are employed to conduct the recruitment and selection of employees in the various hotels. As they indicate strongly agree in offering their response, while 24 of the respondents making up 48% were also of the view that, there is impartial recruitment and selection process at their hotels as they indicate agree. About 6 of the respondents representing 12% been doubtful as they indicate not sure. 10 of the respondents made up 20% did not implore impartial recruitment and selection process at their hotel as they indicate disagrees. There are those that strongly objected to the using experts to conducting recruitment and selection of

employees. They are 6 respondents making up 12%. The data suggest there is nearly half of hotels in the Upper West Region do not implore experts to conduct recruitment and selection of employees in the industry as a strategic human resource management. Details provided in table 3.

On mode of Recruitment, Key Informant had this to say;

The recruitment process will always bring out the best candidates for that particular job and picking the right choice will always be a first assurance that the job will always be done well (An Informant, Jirapa).

Another informant also indicated;

Even though we know the process will always cost some money and some resource, it is always good for the competition of the job and for the competition of the excellent candidates. Some other informants opined that Using experts and long service employees in the industry who will be looking for candidates that can help the hotel achieve its goals (Key Informant, Nadowli, 2022).

A key informant also stated that;

Even though the recruitment process is the best some of them engages the service of family members to serve as cleaners, cooks, waiter and others (key informant, Nadowli, 2022).

Table 4.3: Expert Are Employed To Conduct the Recruitment and Selection of Worker

| Variables | Experts are employed to conduct the recruitment and selection of workers | | | | | Total |
|--------------------|--|-----------|-----------|-----------|----------------|------------|
| | Strongly Disagree | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 4 | 7 | 5 | 16 | 1 | 33 |
| Standard Grade | 0 | 0 | 1 | 1 | 0 | 2 |
| 1-Star | 0 | 1 | 0 | 5 | 0 | 6 |
| 2-Star | 2 | 2 | 0 | 2 | 2 | 8 |
| 3 & 4- Star | 0 | 0 | 0 | 0 | 1 | 1 |
| Total | 6 | 10 | 6 | 24 | 4 | 50 |
| Percent (%) | 12 | 20 | 12 | 48 | 8 | 100 |

Source: Field Survey (January, 2023)

4.3.3 Training and Personal Development

The data on training and personal development gauging from management perspective revealed that, 26 of the respondents making up 52%. They places maximum interest in the fact that training and personal development in the various hotels. As they indicate strongly agree in offering their response, while 19 of the respondents making up 38% were also of the view that, training and personal development at their hotels as they indicate agree. About 5 of the respondents representing 10% does not accept training and personal development improve hotel performance as they indicate disagree. The data suggest training and personal development from the management response to a large extend is

critical in the strategic human resource management and development of the hotel business in the Upper West Region. Details provided in table 4.

Key informant revealed that;

These are the two most important SHRM practices in the industry in the Upper West Region. Almost all hotels across the different grades in the region are always so keen about the kind of people they employ. Aside the competences, the background of the employees are important to safeguard customers' belongings. Training and development too is keen as almost all hotels have software's the operating with and the culture of the hotels as in services, dressing, approach and others (Key Informant, Wa, 2022).

Another Key Informant stated that;

Giving competition in the sector, managers want the best employees to enable them help their business grow. Some of the managers are committed to training to make the employees better to enable them deliver at their highest level to help improve the performance of the hotel (An Informant, 2022).

Table 4.4: Training and Personal Development

| Variables | Training and Personal Development | | | Total |
|--------------------|--|--------------|-----------------------|--------------|
| Response | Disagree | Agree | Strongly Agree | |
| Budget Grade | 3 | 13 | 17 | 33 |
| Standard Grade | 0 | 1 | 1 | 2 |
| 1-Star | 1 | 2 | 3 | 6 |
| 2-Star | 1 | 3 | 4 | 8 |
| 3 & 4- Star | 0 | 0 | 1 | 1 |
| Total | 5 | 19 | 26 | 50 |
| Percent (%) | 10 | 38 | 52 | 100 |

Source: Field Survey (January, 2023)

4.3.4 Hotel performance appraisal on employees

The data on employee evaluation process of the hotel gauging from management perspective revealed that, 11 of the respondents making up 22%. They places maximum interest in the fact that evaluation of employee is been done by managers only in the various hotels, as they indicate strongly agree in offering their response. While 15 of the respondents making up 30% were also of the view that, evaluation of employee is been done by managers only at their hotels as they indicate agree. About 2 of the respondents representing 4% were doubtful as they indicated not sure. The other section of respondents were 21, does not agree evaluation of employee is been done by managers only as a strategic objective for performance and development strategic human resource management to improve hotel performance as they indicate disagree. The data suggest training of employee's aid the hotel achieved its strategic objective its core talents from the management response to a large extend holds training of employee's aid the hotel achieved

its strategic objective and for the development of the hotel business in the Upper West Region. Details provided in table 5.

Table 4.5: Hotel performance appraisal on employees

| Variables | Hotels conducts of Performance Appraisal on employees | | | | | Total |
|--------------------|---|-----------|----------|-----------|----------------|------------|
| | Strongly Disagree | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 0 | 13 | 2 | 12 | 6 | 33 |
| Standard Grade | 0 | 1 | 0 | 0 | 1 | 2 |
| 1-Star | 1 | 3 | 0 | 2 | 0 | 6 |
| 2-Star | 0 | 4 | 1 | 1 | 3 | 8 |
| 3 & 4- Star | 0 | 0 | 0 | 0 | 1 | 1 |
| Total | 1 | 21 | 2 | 15 | 11 | 50 |
| Percent (%) | 2 | 42 | 4 | 30 | 22 | 100 |

Source: Field Survey (January, 2023)

4.3.5 Hotels compensation system for employees

The data on incentive plan for employee earning gauging from management perspective revealed that, 17 of the respondents making up 34%. They places maximum interest in the fact that, incentive plan for employee earning in the various hotels. As they indicate strongly agree in offering their response, while 18 of the respondents making up 36% were also of the view that, incentive plan for employee earning at their hotels as they indicate agree. About 9 of the respondents representing 18% been doubtful as they indicate not sure; 6 of the respondents made up 12% does not have incentive plan for employee earning performance at their hotel as they indicate disagree. The data suggest incentive plan for

employee earning is critical in the development of the hotel business in the Upper West Region. Details provided in table 6.

On employee motivation influence on job performance, an informant has this to say;

Most hotels in the Upper West Region does not have incentive packages to motivate their employees, we stick to the salary structure. Compensation and incentive plans are not available here even though it will be good for the employees and will motivate them to work toward achieving them. This will make employees do their best to earn these packages but the economic conditions and taxes in the industry is making it tough to put in place to these packages (Key Informant, 2022).

Table 4.6: Hotels compensation system for employees

| Variables | Hotels compensation systems for employees | | | | Total |
|--------------------|--|-----------------|--------------|-----------------------|--------------|
| Response | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 4 | 9 | 11 | 9 | 33 |
| Standard Grade | 1 | 0 | 0 | 1 | 2 |
| 1-Star | 1 | 0 | 4 | 1 | 6 |
| 2-Star | 0 | 0 | 3 | 5 | 8 |
| 3 & 4- Star | 0 | 0 | 0 | 1 | 1 |
| Total | 6 | 9 | 18 | 17 | 50 |
| Percent (%) | 12 | 18 | 36 | 34 | 100 |

Source: Field Survey (January, 2023)

4.3.6 Employee Involvement in Hotels Management

The data on compensation based on employee participation gauging from management perspective revealed that, 20 of the respondents making up 40%. They places maximum

interest in the fact that, there is employee participation in the various hotels. As they indicate strongly agree in offering their response, while 15 of the respondents making up 30% were also of the view that, employee participation at their hotels as they indicate agree. About 3 of the respondents representing 6% been doubtful as they indicate not sure. 12 of the respondents made up 24% does not commit to employee participation at their hotel as they indicate disagree. The data suggest employee employee participation is critical in the development of the hotel business in the Upper West Region. Details provided in table 7.

Table 4.7:Employee Involvement in Hotels Management

| Variables | Involvement of Employees in the activities of Hotel | | | | Total |
|--------------------|--|-----------------|--------------|-----------------------|--------------|
| | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 7 | 3 | 9 | 14 | 33 |
| Standard Grade | 0 | 0 | 1 | 1 | 2 |
| 1-Star | 2 | 0 | 3 | 1 | 6 |
| 2-Star | 3 | 0 | 1 | 4 | 8 |
| 3 & 4- Star | 0 | 0 | 1 | 0 | 1 |
| Total | 12 | 3 | 15 | 20 | 50 |
| Percent (%) | 24 | 6 | 44 | 40 | 100 |

Source: Field Survey (January, 2023)

4.3.7 Teamwork to Achieve Common Objectives in Hotels

The data on teamwork among employees gauging from management perspective revealed that, only 10 of the respondents making up 20%, places maximum interest in organization commitment to recruitment process in the various hotels. As they indicate strongly agree in offering their response, while 16 of the respondents making up 32% were also of the view that, there is organization commitment to recruitment process at their hotels as they

indicate 'agree'. Six (6) of the respondents representing 12% been doubtful as they indicate not sure. Seven (7) of the respondents made up 14% is not committed to recruitment process at their hotel as they indicate disagree. There are those that strongly object to paying much attention to recruitment of employees. They are 11 respondents making up 22%. The data suggest there is nearly half of respondents in this study do not pay much attention to teamwork of employees in the industry as a strategic human resource management. Details provided in table 8.

Table 4.8: Teamwork to Achieve Common Objectives in Hotels

| Variables | Unity and team work to achieving common objectives in hotels | | | | | Total |
|--------------------|--|-----------|-----------|-----------|----------------|------------|
| | Strongly Disagree | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 8 | 5 | 3 | 12 | 5 | 33 |
| Standard | 0 | 1 | 1 | 0 | 0 | 2 |
| Grade | | | | | | |
| 1-Star | 1 | 1 | 1 | 2 | 1 | 6 |
| 2-Star | 2 | 0 | 1 | 2 | 3 | 8 |
| 3 & 4- Star | 0 | 0 | 0 | 0 | 1 | 1 |
| Total | 11 | 7 | 6 | 16 | 10 | 50 |
| Percent (%) | 22 | 14 | 12 | 32 | 20 | 100 |

Source: Field Survey (January, 2023)

4.3.8 Hotel Employees Opportunity to Earning Promotions

The data on promotion of staff for good performance gauging from management perspective revealed that, 12 of the respondents making up 24%. They place maximum interest in the fact that, employees have opportunity of getting promotion in the various

hotels. As they indicate strongly agree in offering their response, while 29 of the respondents making up 58% were also of the view that, employees have opportunity of promotion at their hotels as they indicate ‘agree’. Five (5) of the respondents representing 10% been doubtful as they indicate not sure. Four (4) of the respondents made up 8% does not commit to rewarding of employees for good performance at their hotel as they indicate disagree. The data suggest rewarding of employees for good performance is critical in the development of the hotel business in the Upper West Region. Details provided in table 9.

Table 4.9: Hotel Employees Opportunity to Earning Promotions

| Variables | Individuals opportunity to earning promotions in Hotel | | | | Total |
|--------------------|--|-----------|-----------|----------------|------------|
| | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 3 | 3 | 22 | 5 | 33 |
| Standard Grade | 0 | 0 | 1 | 1 | 2 |
| 1-Star | 1 | 1 | 3 | 1 | 6 |
| 2-Star | 0 | 1 | 3 | 4 | 8 |
| 3 & 4- Star | 0 | 0 | 0 | 1 | 1 |
| Total | 4 | 5 | 29 | 12 | 50 |
| Percent (%) | 8 | 10 | 58 | 24 | 100 |

Source: Field Survey (January, 2023)

3.3.9 Measure of Mean and Standard Deviation on SHRM Practices of Hotels

To provide an insight regarding the quality of data on objective one; Strategic Human Resource Management (SHRM) practices of hotels in the Upper West Region. The results from the analysis of responses showed positive mean ranging from 3.12 to 4.32 with standard deviation between 0.82 and 1.47. The statement “Training and Personal

Development” had the highest mean (4.32) followed by “Recruitment and Selection Process” (4.04); while the statement “Employees Have Opportunity of Earning Promotions” had the least mean (0.82).

Table 4.10: Strategic Human Resource Management practices of hotels in the Upper West Region

| SN | VARIABLES | Mean | Std. Deviation |
|----|--|------|----------------|
| 1 | Recruitment And Selection Process | 4.04 | 0.832 |
| 2 | Expert Are Employed To Conduct The Recruitment And Selection of Worker | 3.12 | 1.223 |
| 3 | Training and Personal Development | 4.32 | 0.913 |
| 4 | Hotels conducts of Performance Appraisal on employees | 3.28 | 1.278 |
| 5 | Hotels Compensation System for Employees | 3.92 | 1.007 |
| 6 | Employees involvement in the Activities of The Hotel | 3.86 | 1.195 |
| 7 | Unity And Teamwork Among Employees To Achieving In The Common Objective Of The Hotel | 3.14 | 1.47 |
| 8 | Employees Have Opportunity of Earning Promotions | 3.98 | 0.82 |

Source: Field Survey (July, 2022)

4.4 Relationship between Strategic Human Resource Management and the Performance of Hotels

4.4.1 Management views on customer service provision

The data on management views on customer service provision gauging from management perspective revealed that, 80% places maximum interest in terms of integrating customer service related issues regarding strategic planning as they indicate very important in

offering their response, while 16% was also of the view that, customer service provision is important. The least category of respondents 4% were doubtful as they indicated slightly important. The data suggest customer service provision is critical in the development of hotels in the Upper West Region. Details are provided in table 10.

Data from key informant interviews on the prospective of hotels management regarding customer service reveal that hotels are keen in providing quality care services to their clients. The views of key informants is similar to findings from field data gathered using questionnaires as they suggested custom care is a priority to hotels achieving better performance and business growth.

An informant had this to say;

Customers are king and queens in business and should be serve excellently so that they can keep patronizing the services of the hotels. This helped keep hotels in business as they grow by striving to keep their customer. Customers must be satisfied with the services provided them by staff of the hotel. Customers should leave the hotel satisfied and willing to come as well as feel secured whenever they come back. We should make they feel our facility is a second home to them (key informant, Wa 2022).

Table 4.11: Management views on customer Service Provision

| Variables | Management views on customer Service Provision | | | Total |
|--------------------|--|-----------|----------------|------------|
| | Slightly important | Important | Very Important | |
| Budget Grade | 2 | 5 | 26 | 33 |
| Standard Grade | 0 | 0 | 2 | 2 |
| 1-Star | 0 | 1 | 5 | 6 |
| 2-Star | 0 | 2 | 6 | 8 |
| 3 & 4- Star | 0 | 0 | 1 | 1 |
| Total | 2 | 8 | 40 | 50 |
| Percent (%) | 4 | 16 | 52 | 100 |

Source: Field Survey (January, 2023)

4.4.2 Measure of Efficiency

The data on Measure of work efficiency (relating resources and time) from management perspective revealed that, 29 of the hotel managers feel is very important which translate into 58% of the hotels places maximum interest in efficient use of time and resources in measuring efficiency of their employees. About 21 hotel managers indicate Measure of work efficiency (relating resources and time) as important in offering their response, representing 42% of the view that, Measure of work efficiency (relating resources and time) is important. The data suggest Measure of work efficiency (relating resources and time) is critical as a determinant of strategic human resource management to performance of hotels in the Upper West Region. Details provided in table 11.

An informant view on measure of efficiency has been that;

I think they are doing well and in this industry, if the employees are not performing well they can always be changed or laid off; because it is their output that will bring in the needed revenue or success or performance.

Another key informant had a divergent view, she said;

Some managers' uses aunties, nieces, family relatives, who they do not remunerate or motivate well or event put on any salary structure. Some hotels these use informal employees who lack the requisite training at the facilities and are they are reluctant and do not engage in prompt and professional service. There by giving wrong signals to customer who may patronize services elsewhere where they will receive attention, care as value for money (Key Informant, Nandom, 2022).

Table 4.12: Measure of Efficiency

| Variables | Measure of Efficiency | | Total |
|--------------------|-----------------------|----------------|------------|
| | Important | Very Important | |
| Budget Grade | 15 | 18 | 33 |
| Standard Grade | 1 | 1 | 2 |
| 1-Star | 4 | 2 | 6 |
| 2-Star | 1 | 7 | 8 |
| 3 & 4- Star | 0 | 1 | 1 |
| Total | 21 | 29 | 50 |
| Percent (%) | 42 | 58 | 100 |

Source: Field Survey (January, 2023)

4.4.3 Measures of Employee Performance and Work Attitude

The data on management Measures of Employee Performance and Attitude to work from management perspective revealed that, 34 managers representing 68% places maximum interest in terms of management measure of performance and attitude to work related issues concerning strategic human resource management practices. This they indicated very important in offering their response, While 14 of the respondents representing 28% was also of the view that, management measure of employee performance and attitude to work is important. The least category of respondents was 2 representing 4% were doubtful as they indicated slightly important. The data suggest management measures of employee performance and attitude to work is very critical in the strategic human resource management and development of hotels in the Upper West Region. Details provided in table 12.

Key interview on performance appraisal of workers attitude was equally sought. An informant has this to say;

They do this through performance indicators and performance appraisal. Data from key informant interview corroborate with findings from questionnaires administered on management measure of employee performance and attitude. An informant held the view that, hotels staff performance appraisal is based on their work output. A key informant had this to say in hotels we look at how the staff perform their duties, those that are in the kitchen, whether they attend to customers very well to find out whether behavior of the employees are affecting customer or otherwise. Those found to have bad attitude that is affecting and likely to draw customers away, management takes disciplinary action on such employee. The

conduct of hotel employees enhances performance output (key informant, Jirapa 2022).

Table 4.13: Measures of Employee Performance and Work Attitude

| Variables | Measure of employee performance and work attitude | | | Total |
|--------------------|---|-----------|----------------|------------|
| | Slightly important | Important | Very Important | |
| Budget Grade | 2 | 9 | 22 | 33 |
| Standard Grade | 0 | 1 | 1 | 2 |
| 1-Star | 0 | 3 | 3 | 6 |
| 2-Star | 0 | 1 | 7 | 8 |
| 3 & 4- Star | 0 | 0 | 1 | 1 |
| Total | 2 | 14 | 34 | 50 |
| Percent (%) | 4 | 24 | 68 | 100 |

Source: Field Survey (January, 2023)

4.4.4 Hotels Staff Personal Hygiene and medical records

The data on Personal Hygiene of Staff and medical records from management perspective revealed that, 24 of the respondents making 48% places maximum interest in terms of personal hygiene of staff and medical records as a priority to build confidence of customers. This is evident as they indicated strongly agreed in offering their response. While 20 of the respondents making up 40% was also of the view that, they agree personal hygiene of staff and medical records is important. About 3 respondents representing 6% of respondents were doubtful as they indicated may be. Only 2 respondents of representing 4% disagree and 1 of the respondents representing 2% strongly disagree that personal hygiene of staff

and medical records is critical in the hotel businesses and have impact on business outcome. The data suggest personal hygiene of staff and medical records is so important in the operations of hotels in the Upper West Region. Details provided in table 13 below.

Table 4.14: Hotels Staff Personal Hygiene and medical records

| Variables | Hotels staff personal hygiene and medical records | | | | | Total |
|--------------------|--|-----------------|-----------------|--------------|-----------------------|--------------|
| Response | Strongly Disagree | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 1 | 2 | 3 | 14 | 13 | 33 |
| Standard Grade | 0 | 0 | 0 | 1 | 1 | 2 |
| 1-Star | 0 | 0 | 0 | 2 | 4 | 6 |
| 2-Star | 0 | 0 | 0 | 2 | 6 | 8 |
| 3 & 4- Star | 0 | 0 | 0 | 1 | 0 | 1 |
| Total | 1 | 2 | 3 | 20 | 24 | 50 |
| Percent (%) | 2 | 4 | 6 | 40 | 48 | 100 |

Source: Field Survey (January, 2023)

4.4.5 Attractiveness of the hotel

The data on Attractiveness of the hotel from management perspective revealed that, 30 respondents making 60%. This show manager's place high level of interest on attractiveness of the hotel as a strategy. This is to attract customers as they indicate strongly agree in offering their response, while 17 managers representing 34% was also of the view that, customer service provision is important as they indicated agree. The least category of 3 respondents 6% were not in agreement as they indicated disagrees. The data suggest attractiveness of the hotel as a strategy is critical in attracting customers and booming of the hotels business in the Upper West Region. Details provided in table 14.

Also, an informant has this to say regarding orderliness of hotels

Key informant interview results on orderliness of hotel in relation to personal hygiene and general cleanness reveal that, hotels adhere to ensuring their environment is safe for visitors and customers (Key Informant, Lawra, 2022).

Another informant added;

Personal hygiene in hotels is what the customers look out for; if your hotel is dirty, no customer will come to an environment that is not safe; people always complain about bad experiences of some hotels having bad dirty bathrooms, some toilets seaters are broken and many others (Key Informant, Nadowli, 2022).

A key informant was also of the view that;

No matter the grade of your hotel, in terms of issue of sanitation and personal hygiene, your hotel environmental sanitation issues are important as the appearance of your staff, waiters and waitress and all other employees of the hotel. This will give a welcoming impression to the guest and other customers to feel safe to always come to the hotel whenever they want, the sanitation and personal hygiene is will link to improving performance of the hotel (Key Informant, Lambussie, 2022).

Another informant also had this to say;

I do not pay attention to the medical records because it's not a big issue but have so much interest in sanitation related issues around hotels we patronize (key informant, Tumu 2022).

Table 4.15: Attractiveness of the hotel

| Variables | Attractiveness of hotel | | | Total |
|--------------------|--------------------------------|--------------|-----------------------|--------------|
| Response | Disagree | Agree | Strongly Agree | |
| Budget Grade | 3 | 13 | 17 | 33 |
| Standard Grade | 0 | 1 | 1 | 2 |
| 1-Star | 0 | 2 | 4 | 6 |
| 2-Star | 0 | 1 | 7 | 8 |
| 3 & 4- Star | 0 | 0 | 1 | 1 |
| Total | 3 | 17 | 30 | 50 |
| Percent (%) | 6 | 34 | 60 | 100 |

Source: Field Survey (January, 2023)

4.4.6 Quality of Service

The data on the quality of service gauging from management perspective revealed that, 30 of the respondents making up to 60% places maximum interest in quality of service as strategy to remain competitive in the industry. This they did by indicating Strongly Agree in offering their response, while 16 respondents making up to 32% agreed, customer service quality is important to the performance of hotels. 2 of respondents making up 4% were doubtful as they indicated not sure. 2 of the respondents representing 4% did not think quality of service mattered as they indicated disagree. The data suggest quality of service guaranteed there is a relationship service quality and the performance of hotel business in the Upper West Region. Details provided in table 15.

It was also established from key informant interview that, quality control measures are kept in place to check to maintain the customer satisfaction. An informant opined that;

Quality control is a benchmark for hotels set for the industry. This is because it gives hotels challenge to strive to serve customers satisfaction at all times and at the highest level. When customers feel they can rely on a certain provider anytime, they will keep coming all the time because they always are guaranteed quality of serve. Quality control checks from the hotels, quality customers relationship, interpersonal relationship among staff, environmental and sanitation checks and other communication responds issues and making customers feel at home are very important to the improvement of hotel performance or any other businesses here in Tumu or any other location. Management pays attention to service quality practices very well(Key informant, Tumu 2022).

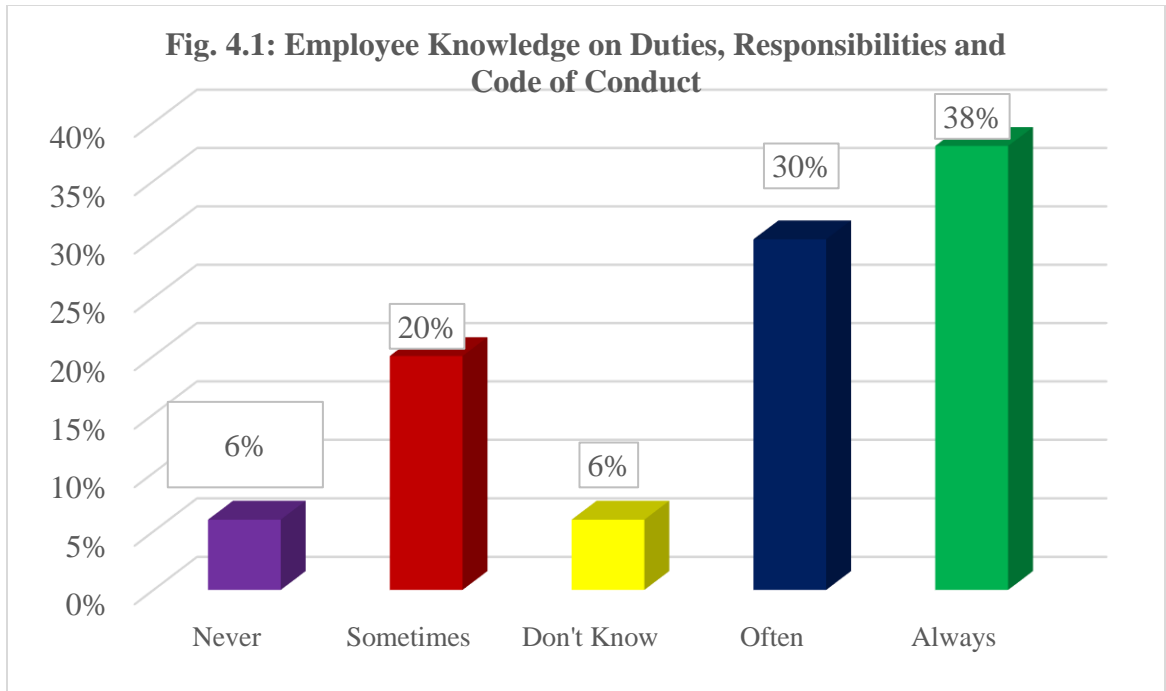
Table 4.16: Quality of Service

| Variables | quality of service guaranteed (as compared to other hoteliers) | | | | Total |
|--------------------|--|----------|-----------|----------------|------------|
| | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 2 | 1 | 12 | 18 | 33 |
| Standard Grade | 0 | 0 | 0 | 2 | 2 |
| 1-Star | 0 | 1 | 2 | 3 | 6 |
| 2-Star | 0 | 0 | 2 | 6 | 8 |
| 3 & 4- Star | 0 | 0 | 0 | 1 | 1 |
| Total | 2 | 2 | 16 | 30 | 50 |
| Percent (%) | 4 | 4 | 32 | 60 | 100 |

Source: Field Survey (January, 2023)

4.4.7 Employee Knowledge on Duties, Responsibilities and Code of Conduct

The data on management perspective of employee knowledge on duties, responsibilities and code of conduct revealed that, 38% support the opinion there should be employee knowledge on duties, responsibilities and code of conduct to make use of employee potentials and abilities in the various hotels, as they indicate always in offering their response. While 30% were also of the view that, employee knowledge on duties, responsibilities and code of conduct to make use of employee potentials and abilities at their hotels as they indicate often. Again, 20% does not agree employee knowledge on duties, responsibilities and code of conduct to make use of employee potentials and abilities as a strategic objective for performance and development strategic human resource management to improve hotel performance as they indicate sometimes. The least category of the respondents 6% were doubtful as they indicated don't know and never, respectively. The data suggest employee knowledge on duties, responsibilities and code of conduct to make use of employee potentials and abilities as a strategic objective and for the development of the hotel business in the Upper West Region. Details provided in Fig 4.1

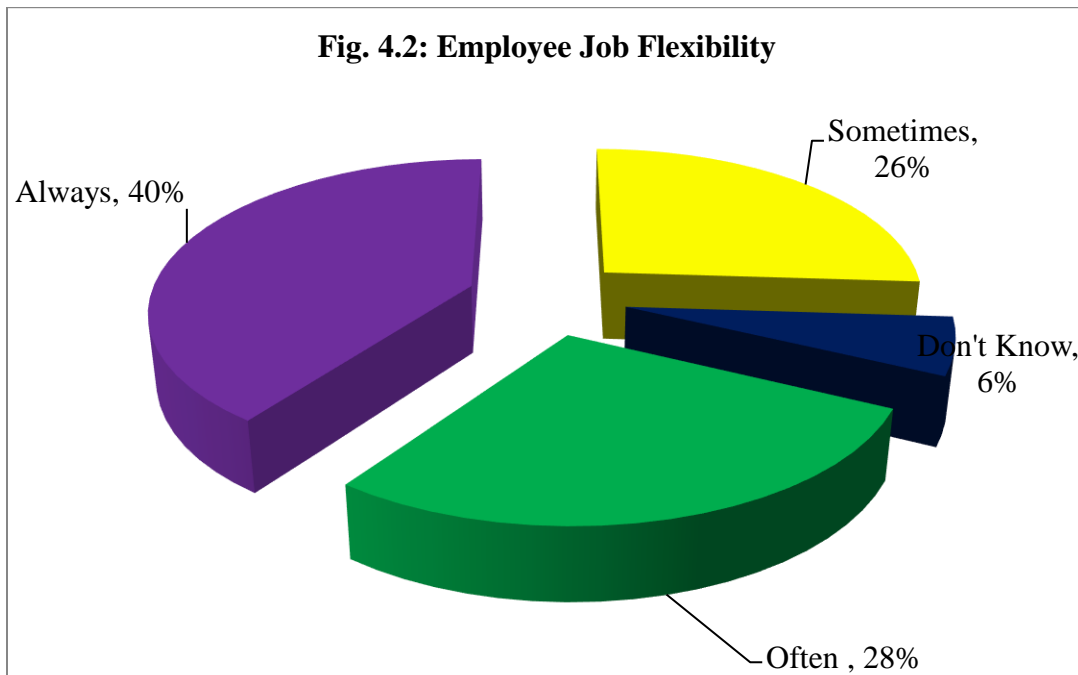


Source: Field Survey (January, 2023)

4.4.8 Employees Job Flexibility

The data on employee job flexibility from management perspective revealed that 40% of respondents places maximum interest in the fact that employee job flexibility to be able to adjust make used of employee potentials and abilities in the various hotels, as they indicate always in offering their response. While 28% were also of the view that, employee job flexibility to make use of employee potentials and abilities at their hotels as they indicate often. Six (6%) were doubtful as they indicated don't know. Also, 26% does not agree employee job flexibility to make used of employee potentials and abilities as a strategic objective for performance and development strategic human resource management to improve hotel performance as they indicate sometimes. The data suggest employee job flexibility to be able to adjust make used of employee potentials and abilities as a strategic

objective and for the development of the hotel business in the Upper West Region. Details provided in Fig 4.2.

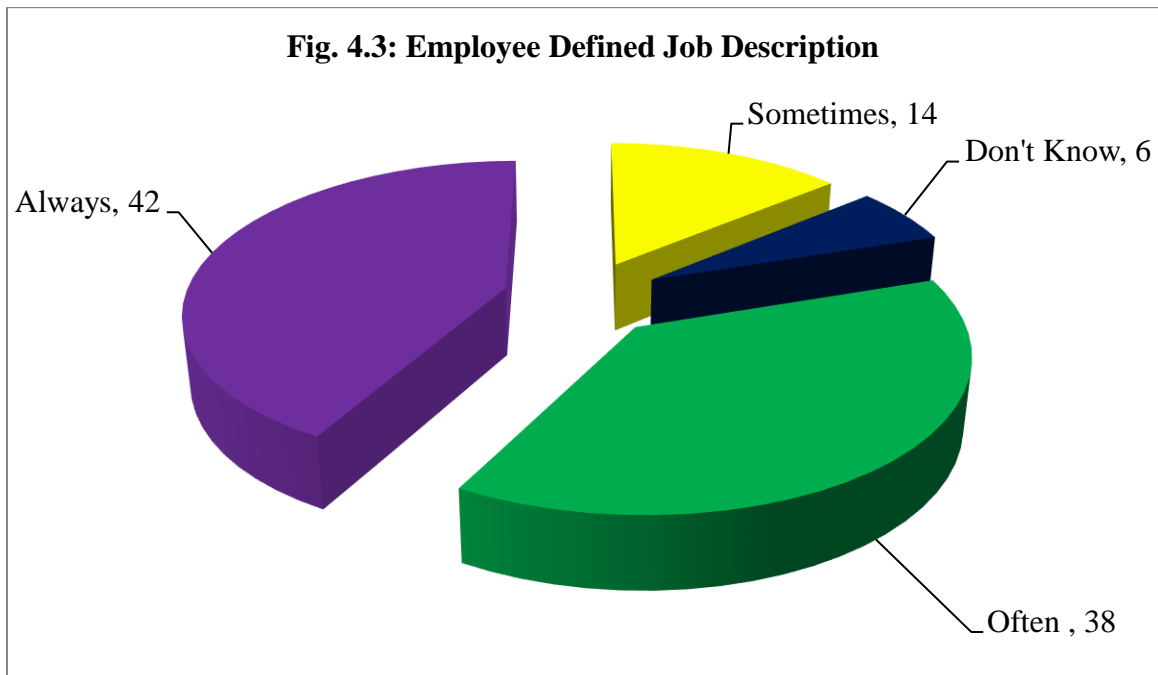


Source: Field Survey (January, 2023)

4.4.9 Employee Defined Job Description

The data on management perspective of job description revealed that, 42% of respondents places maximum interest in the fact that staff job description to make use of employee potentials and abilities in the various hotels, as they indicate always in offering their response. While, 38% were also of the view that, staff job description to make use of employee potentials and abilities at their hotels as they indicate often. More so 6% of respondents were doubtful as they indicated don't know. Again, 14% of respondents does not agree staff job description to make used of employee potentials and abilities as a strategic objective for performance and development strategic human resource management to improve hotel performance as they indicate sometimes. The data suggest job description to make used of employee potentials and abilities as a strategic objective

and for the development of the hotel business in the Upper West Region. Details provided in table Fig. 3.4



Source: Field Survey (January, 2023)

4.4.10 Human Resource Manager's Practice Review (Yearly)

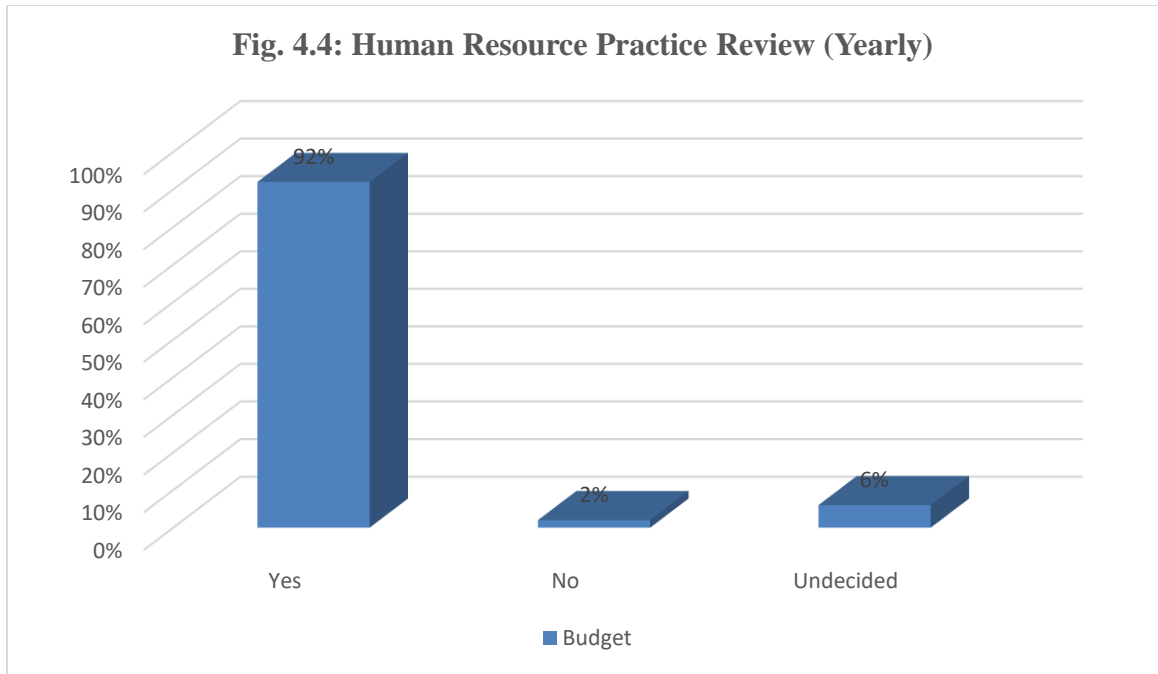
The data on management review of human resource management practices on yearly bases revealed that, about 46 of the respondents representing 92% places maximum interest in review of human resource management practices on yearly bases related issues regarding strategic human resource practices, as they indicate yes in offering their response. While 1 of the respondents representing 2% said, they do not do monthly review of the human resource practices as they indicate, no in their responses. The least category of the respondents is 3 representing 6% were doubtful as they indicated undecided. The data suggest customer service provision is critical in the development of hotels in the Upper West Region. Details provided in fig. 3.

An informant has this to say regarding performance review;

Most hotels in the region only do purchasing of their monthly supplies such as food for the restaurants, toiletries and any other worn-out materials they use in running the day-to-day activities of their organization. Aside this, management do not engage in any plan human resource management practices. Because they are also trying to minimize cost and everything is planned out well at the end of the year. All of these practices come at a cost, such as training, retraining (personal development), recruitment and others. People are hired to come and do these things and resources too are used as well (Key informant, 2022).

Another informant added;

Hotels in the region engage in annual strategic human resource management reviews to match their company's or hotel strategic objectives and plans for the year. During the year ending, hotel manager and their board of directors always engage in reviewing their workforce and the way forward. It is this time that strategies and plans about employing people, the number of vacancies to declare and the expectations put in place. Management will look into their ways of doing things and if it brings in revenue they continue and if otherwise they look for a different alternative (Key Informant, 2022).



Source: Field Survey (July, 2022)

4.4.11 Measure of Mean and Standard Deviation on SHRM and Hotel Performance

Analysis was carried out to determine the quality of data on objective two- the relationship between SHRM and hotels performance. The results from the analysis of their responses also shows a positive mean ranging from 3.02 to 4.76 with standard deviation between 0.377 and 1.322. The statement “Management view on Customer service provision” had the highest mean (4.76) followed by “Management Measures of Employee Performance, and Attitude to Work” (4.64); while the statement “Previous Human Resource Manager Practice Is Reviewed Yearly” had the least mean (3.02).

Table 4.17: Strategic Human Resource Management and the Performance of Hotels

| SN | VARIABLES | Mean | Std. Deviation |
|----|--|------|----------------|
| 1 | Quality of Service | 4.48 | 0.762 |
| 2 | Each Job Has Up-to-Date Description | 4.08 | 1.027 |
| 3 | Attractiveness of the hotel | 4.48 | 0.789 |
| 4 | Management Measures of Employee Performance, and Attitude to Work | 4.64 | 0.563 |
| 5 | Personal hygiene of staff | 4.28 | 0.904 |
| 6 | Employee Service To Customers Satisfaction | 4.52 | 0.505 |
| 7 | Employee knowledge on duties, responsibilities and code of conduct | 3.74 | 1.322 |
| 8 | Management view on Customer service provision | 4.76 | 0.517 |
| 9 | Employee Job Flexibility | 4.58 | 0.499 |
| 10 | Employee Defined Job Descriptions | 3.82 | 1.224 |
| 11 | Human Resource Practice Review | 3.02 | 0.377 |

Source: Field Survey (January, 2023)

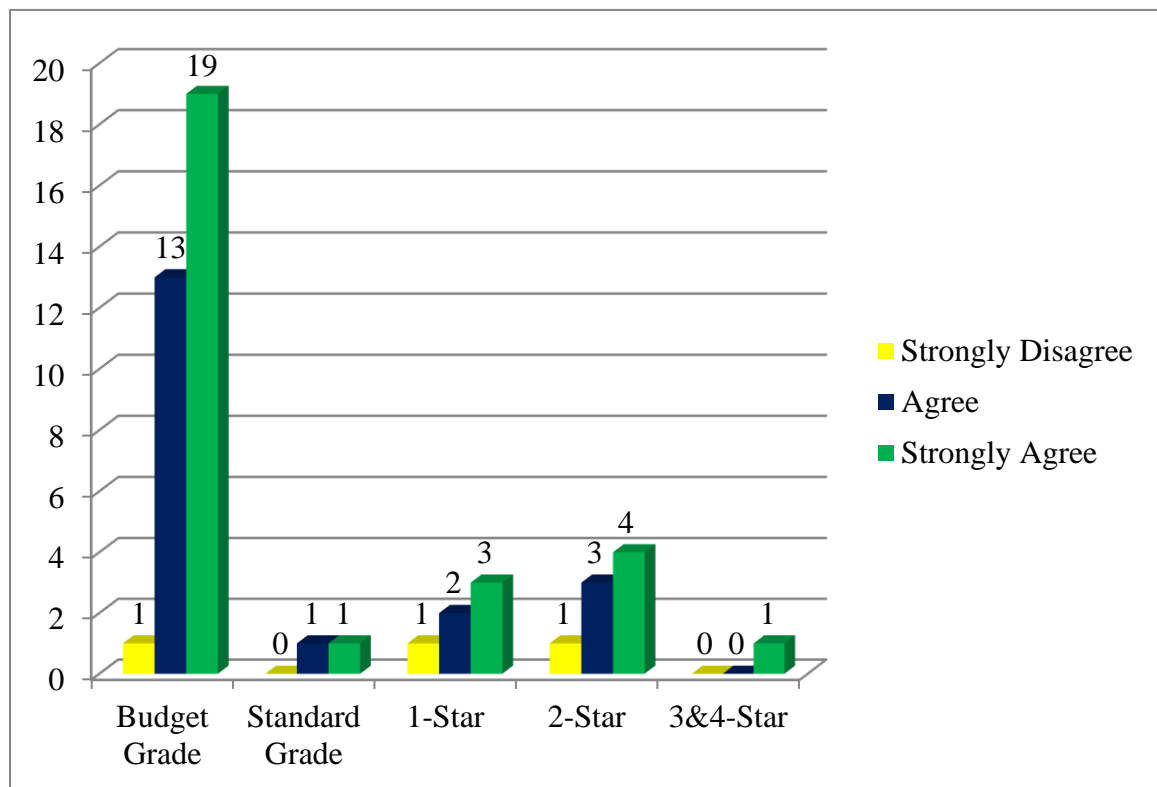
4.5 Effects of Strategic Human Resource Management on the performance of hotels

4.5.1 Strategic Human Resource Management and Productivity

The data on implementation of SHRM improved productivity of the hotel gauging from management perspective revealed that, 28 of the respondents making up 56%. They places

maximum interest in the fact that implementation of SHRM increase productivity in the various hotels. As they indicate strongly agree in offering their response, while 19 of the respondents making up 38% were also of the view that, implementation of SHRM improved productivity at their hotels as they indicate agree. About 6 of the respondents representing 6% does not accept implementation of SHRM improved productivity as a strategic human resource management to improve hotel performance as they indicate strongly disagrees. The data suggest implementation of SHRM improved productivity from the management response to a large extends is regarded as a critical strategy to derive the best from employees and for the development of the hotel business in the Upper West Region. Details provided in Fig. 4.5

Fig 4.5: Strategic Human Resource Management and Productivity



Source: Field Survey (January, 2023)

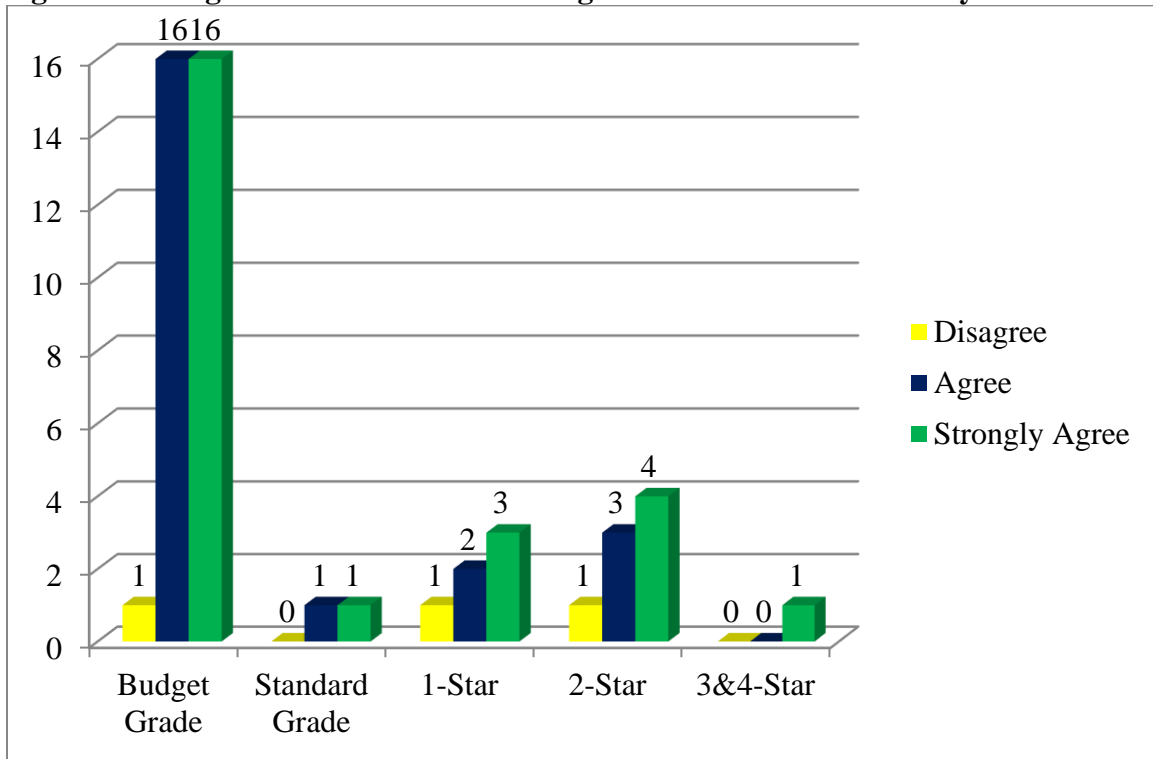
4.5.2 Strategic Human Resource Management and Retention of Key Staff

The data on SHRM ensure retention of core talented employees of the hotel gauging from management perspective revealed that, 25 of the respondents making up 50%. They places maximum interest in the fact that SHRM ensure retention of core talented employees, as they indicate strongly agree in offering their response. While 22 of the respondents making up 44% were also of the view that, SHRM ensure retention of core talented employees at their hotels as they indicate agree. About 3 of the respondents representing 6% does not accept SHRM ensure retention of core talented employees as a strategic human resource management to improve hotel performance as they indicate disagree. The data suggest SHRM ensure retention of core talented employees from the management response to a large extend is regarded as a critical strategy in ensuring the retention of core talented employees to derive the development of the hotel business in the Upper West Region. Details provided in fig 4.6.

A key informant held the view that for hotel to developed, retention of key staff is important, he offered this piece of information as incorporation into Strategic Human resource Management Practices.

Training and personal development of employees is important for them to copy with emerging ways of doing thing in the industry. Organizations should also try to know the personal development plan of their staff to enable them alien them there in order to get the best from them. Retaining of staff with great qualities and potential in the industry is what keeps every big organization ahead. Taking good care of your best employees can make them loyal to the company (key informant, Wa, 2022).

Fig. 4.6: Strategic Human Resource Management and Retention of Key Staff



Source: Field Survey (January, 2023)

4.5.3 Employees Recruitment Modalities and Hotel Performance

The data on management perspective of criteria for recruitment revealed that, about 24 of the respondents making up 48%, places maximum interest in organization criteria for recruitment process in the various hotels. As they indicate strongly agree in offering their response, while 15 of the respondents making up 30% were also of the view that, criteria for recruitment at their hotels as they indicate 'agree'. Four (4) of the respondents representing 8% been doubtful as they indicate not sure. Three (3) of the respondents made up 6% were not committed to criteria for recruitment at their hotel as they indicate disagree. There are those that strongly object to paying much attention to criteria for recruitment of employees as they indicate strongly agree. They are 4 respondents making up 8%. The data suggest there is strong commitment to the criteria for recruitment of employees in the

industry as a strategic human resource management in the hotel industry of the upper west. Details provided in table 18.

Table 4.18: Employees Recruitment Modalities and Hotel Performance

| Variables | Employees Recruited Base On Merit and Competences | | | | | Total |
|--------------------|---|----------|----------|-----------|----------------|------------|
| | Strongly Disagree | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 3 | 2 | 3 | 8 | 17 | 33 |
| Standard Grade | 0 | 0 | 1 | 1 | 0 | 2 |
| 1-Star | 1 | 1 | 0 | 3 | 1 | 6 |
| 2-Star | 0 | 0 | 0 | 2 | 6 | 8 |
| 3 & 4- Star | 0 | 0 | 0 | 1 | 0 | 1 |
| Total | 4 | 3 | 4 | 15 | 24 | 50 |
| Percent (%) | 8 | 6 | 8 | 30 | 48 | 100 |

Source: Field Survey (January, 2023)

4.5.4 Customer Provision of Feedback and Hotel Productivity

The data on the impact of feedback about service and employees gauging from management perspective revealed that, 18 of the respondents making up 36%. They place maximum interest in the fact that the impact of feedback about service and employees in the various hotels, as they indicate strongly agree in offering their response. While 28 of the respondents making up 56% held the view that the impact of feedback about service and employees at their hotels as they indicate agree. About 4 of the respondents representing 8% does not agree impact of feedback about service and employees as a strategic objective for performance and development strategic human resource

management to improve hotel performance as they indicate disagree. The data suggest the impact of feedback about service and employees from the management response to a large extend is a strategic objective that influence the performance and development of the hotel in the Upper West Region. Details provided in table 19.

A key informant had this to say on feedback;

It is used to improve service delivery and customer care; every organization must have a feedback system or a way for customers to reporting their concerns, challenges as well as suggestions. This brings out concerns to the right table and makes addressing of their concerns easy. This generally improves the way things are in the perspective of the customers. This is customers or guest satisfaction is the ultimate assurance that will guarantee they coming back to purchase your product and if they feel their concerns are not adhered to, they simple will not come back and your business will suffer (Key Informant, 2022).

Table 4.19: Customer Provision of Feedback and Hotel Productivity

| Variables | Feedbacks By Customers On Service And Employees Help hotels Improve On Service Delivery | | | Total |
|--------------------|---|-----------|----------------|------------|
| | Disagree | Agree | Strongly Agree | |
| Budget Grade | 3 | 21 | 9 | 33 |
| Standard Grade | 0 | 2 | 0 | 2 |
| 1-Star | 0 | 4 | 2 | 6 |
| 2-Star | 1 | 1 | 6 | 8 |
| 3 & 4- Star | 0 | 0 | 1 | 1 |
| Total | 4 | 28 | 18 | 50 |
| Percent (%) | 8 | 56 | 36 | 100 |

Source: Field Survey (January, 2023)

4.5.5 Employees Evaluation and Performance of Hotels

The data on evaluation of employees improve the performance of hotel gauging from management perspective revealed that, 25 of the respondents making up 50%. They places maximum interest in the fact that evaluation is done to make decisions on job rescheduling in the various hotels, as they indicate strongly agree in offering their response. While 15 of the respondents making up 30% were also of the view that, evaluation to make decisions on job rescheduling at their hotels as they indicate agree. About 10 of the respondents representing 20% were doubtful, as they indicate not sure. The data suggest evaluation to make decisions on job rescheduling as strategic objective that is so critical the strategic human resource management and development of the hotel business in the Upper West Region. Details provided in table 20.

Data was also sought on employee evaluation among hotels; a key informant held the view that;

Hotels that practice employee evaluation are likely to shape their employee into the best hoteliers in the industry, thereby growing the business and improving the performance. Those that implement SHRM achieve best returns in the competitive industry (Key Informant, 2022).

Another informant added that;

Every employee in any organization must be e valuated on the job his or her has taken up. This evaluation must lead or contribute to the improvement of the performance of that organization. The hotel industry is not different, employees will always have it at the back of their minds that they are been evaluated in any other

thing they are engage in at the workplace hence will always put in their best and in the end the organization performance is improved (key informant, 2022).

Table 4.20: Employees Evaluation and Performance of Hotels

| Variables | Evaluation of Employees Improve the Performance of Your Hotel | | | Total |
|--------------------|---|-----------|----------------|------------|
| | Not Sure | Agree | Strongly Agree | |
| Budget Grade | 6 | 12 | 15 | 33 |
| Standard Grade | 0 | 1 | 1 | 2 |
| 1-Star | 2 | 1 | 3 | 6 |
| 2-Star | 2 | 1 | 5 | 8 |
| 3 & 4- Star | 0 | 0 | 1 | 1 |
| Total | 10 | 15 | 25 | 50 |
| Percent (%) | 20 | 30 | 50 | 100 |

Source: Field Survey (January, 2023)

4.5.6 Strategic Human Resource Management and Achievement of Hotels Strategic Objective

The data on training of employee's aid the hotel achieved its strategic objective of the hotel gauging from management perspective revealed that, 30 of the respondents making up 60%. They places maximum interest in the fact that training of employee's aid the hotel achieved its strategic objective in the various hotels, as they indicate strongly agree in offering their response. While 9 of the respondents all making up 18% were also of the view that, training of employee's aid the hotel achieved its strategic objective at their hotels as they indicate agree. About 4 of the respondents representing 8% were doubtful as they indicated not sure. The other section of respondents were 7 representing 14% does not training of employee's aid the hotel achieved its strategic objective its core talents as a

strategic human resource management to improve hotel performance as they indicate disagree. The data suggest training of employee's aid the hotel achieved its strategic objective its core talents from the management response to a large extend holds training of employee's aid the hotel achieved its strategic objective and for the development of the hotel business in the Upper West Region. Details provided in table 21.

Table 4.21: Strategic Human Resource Management and Achievement of Hotels

Strategic Objective

| Variables | Adoption of Strategic Human Resource Management Aide in the Achievement of Organization Strategic Objective | | | | Total |
|--------------------|---|----------|-----------|----------------|------------|
| | Disagree | Not sure | Agree | Strongly Agree | |
| Budget Grade | 4 | 2 | 7 | 20 | 33 |
| Standard Grade | 0 | 0 | 0 | 2 | 2 |
| 1-Star | 0 | 1 | 1 | 4 | 6 |
| 2-Star | 3 | 1 | 1 | 3 | 8 |
| 3 & 4- Star | 0 | 0 | 0 | 1 | 1 |
| Total | 7 | 4 | 9 | 30 | 50 |
| Percent (%) | 14 | 8 | 18 | 60 | 100 |

Source: Field Survey (January, 2023)

4.5.7 Hotel Review of Previous Human Resource Management and Quality Practices

Data on hotels review regarding previous human resource management practices. The result shows that 40 of the respondents representing 80% being the majority answered in the affirmative that management reviews previous human resources practice, while 6 respondents also answered in the negative to imply there is no practice of reviewing

previous human resource related issues. However, 8% were undecided as to whether or not there is review of previous human resource management practices. The data suggest hotels management give priority to review human resources management practices for better learning outcomes. About 80% of managers place maximum interest in the fact that hotels review previous human resource management practices in the various hotels, as they indicate yes in offering their response. While 6 of the respondents making up 12% were undecided. About 4 of the respondents representing 8% does not agree consistency is achieved by hotels review previous human resource management practices as a strategic objective for performance and development strategic human resource management to improve hotel performance as they indicate no. The data suggest hotels review previous human resource management practices is a critical strategic objective from the management responses to a large extent holds hotels review previous human resource management practices and for the development of the hotel business in the Upper West Region. Details provided in table 22.

Table 4.22: Hotel Review of Previous Human Resource Management and Quality Practices

| Variables | The Hotel Review Previous Human Resource Management To Ensure Consistency And Quality Practices | | | Total |
|--------------------|--|------------------|------------|--------------|
| | Not | Undecided | Yes | |
| Budget Grade | 3 | 3 | 27 | 33 |
| Standard Grade | 0 | 0 | 2 | 2 |
| 1-Star | 0 | 2 | 4 | 6 |
| 2-Star | 1 | 1 | 6 | 8 |
| 3 & 4- Star | 0 | 0 | 1 | 1 |
| Total | 4 | 6 | 40 | 50 |
| Percent (%) | 8 | 12 | 80 | 100 |

Source: Field Survey (January, 2023)

4.5.8 Customer Expression of Satisfaction

The data on customer expression of satisfaction gauging from management perspective revealed that, about 31 of the respondents making up 62% places maximum interest in customer expression of satisfaction. As they indicate, Strongly Agree in offering their response, while 17 of the respondents making up 34% was also of the view that, customer expression of satisfaction is major issues as they indicate agree. The least number of respondents was 2 representing 4% were doubtful, as they indicated not sure. The data suggest customer expression of satisfaction is important for continues patronage of hotel services in the Upper West Region. Details provided in table 23.

Table 4.23: Customer Expression of Satisfaction

| Variables | Customer expression of satisfaction | | | Total |
|--------------------|-------------------------------------|-----------|----------------|------------|
| | Not Sure | Agree | Strongly Agree | |
| Budget Grade | 2 | 12 | 19 | 33 |
| Standard Grade | 0 | 0 | 2 | 2 |
| 1-Star | 0 | 2 | 4 | 6 |
| 2-Star | 0 | 2 | 6 | 8 |
| 3 & 4- Star | 0 | 1 | 0 | 1 |
| Total | 2 | 17 | 31 | 50 |
| Percent (%) | 4 | 34 | 62 | 100 |

Source: Field Survey (January, 2023)

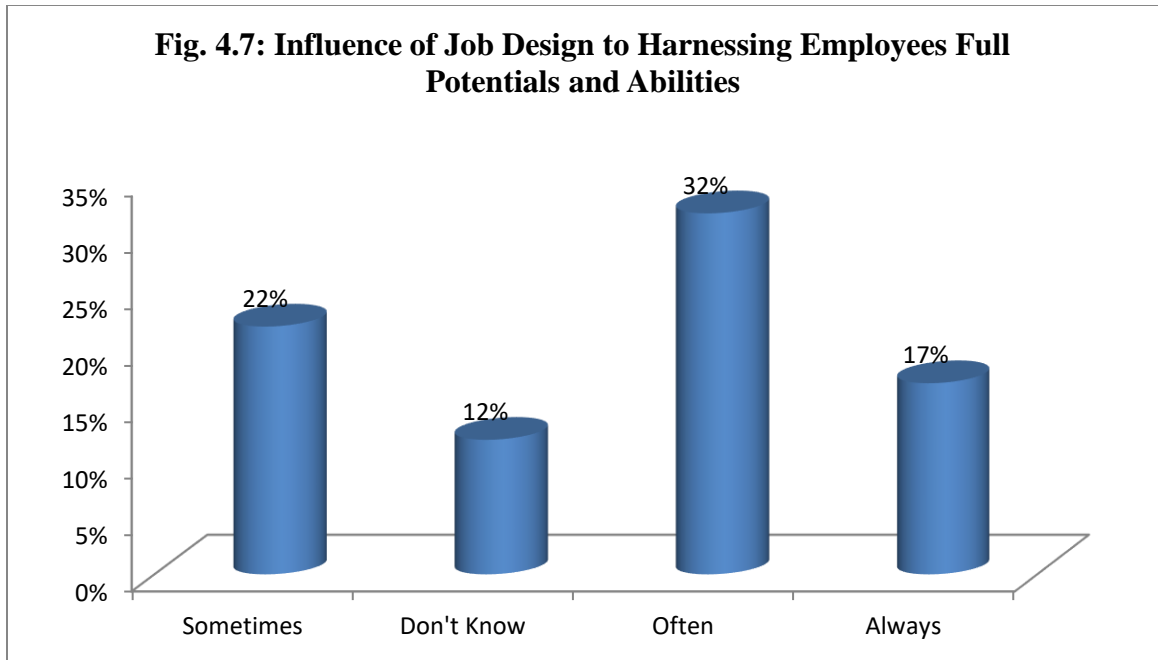
4.5.9 Influence of Job Design to Harnessing Employees Full Potentials and Abilities

The data on jobs are design to make used of employee potentials and abilities gauging from management perspective revealed that, 17 of the respondents making up 34%. They places maximum interest in the fact that jobs are design to make used of employee potentials and

abilities in the various hotels, as they indicate always in offering their response. While 16 of the respondents comprising of making up 32% were also of the view that, jobs are design to make use of employee potentials and abilities at their hotels as they indicate often. About 6 of the respondents representing 12% were doubtful as they indicated don't know. The other section of respondents were 11 does not agree jobs are design to make used of employee potentials and abilities as a strategic objective for performance and development strategic human resource management to improve hotel performance as they indicate sometimes. The data suggest jobs are design to make used of employee potentials and abilities as a strategic objective and for the development of the hotel business in the Upper West Region. Details provided in fig. 4.7.

Key informant had this to say on Job description influence performance output;

A well job design with matching the experiences of your employees to their strong potential and abilities can make them do exceptionally well for the organization. A well job design can give your business a greater advantage over your competitors, by attracting the top talents into your organization. Putting the right people in the right place makes you know that they will deliver good work. Apart from been good the person must be able to work comfortably in the role (Key Informant, 2022).



Source: Field Survey (January, 2023)

4.5.10 Measure of Mean and Standard Deviation on the Effects of SHRM on Hotel performance

In conducting analysis to ascertain the quality of the data with respect to research objective three; effects of strategic human resource management on hotels performance in the Upper West Region, the results equally revealed a positive mean ranging from 3.78 to 4.58 with standard deviation between 0.575 and 1.245. The statements “Customer Expression of Satisfaction” had the highest mean (4.58) followed by two of the statement namely “Implementation Of Strategic Human Resource Management Improve Your Hotel Performance” and “Strategic Human Resource Management Ensures Retention Of Core Talented Employees” (4.38); while the statement “Jobs Designs Leads To Harnessing Of Employees Full Potentials And Abilities” had the least mean (3.78). The data shows no significance difference as mean and standard deviation values greater than zero.

Table 4.24: Effects of Strategic Human Resource Management on the performance of hotels

| SN | VARIABLES | MEAN | STD DEVIATION |
|----|---|------|---------------|
| 1 | Strategic Human Resource Management and Productivity | 4.38 | 0.987 |
| 2 | Strategic Human Resource Management and retention of key staff | 4.38 | 0.780 |
| 3 | Workers Recruited Base On Merit And Competences Can Increase Hotel Performance | 4.04 | 1.245 |
| 4 | Feedbacks By Customers On Service And Employees Help Hotels Improve On Service Delivery | 4.20 | 0.808 |
| 5 | Evaluation Of Employees Improve The Performance Of Your Hotel | 4.30 | 0.789 |
| 6 | Training Of Employees Aid The Organization Achieved Its Strategic Objective | 4.24 | 1.098 |
| 7 | Customer expression of satisfaction | 4.58 | 0.575 |
| 8 | Influence of job design to harness the full potential of employees | 3.78 | 1.148 |

Source: Field Survey (January, 2023)

4.6 Discussions

4.6.1 Strategic Human Resource Management practices of hotels

In appreciating human resource management practices, one critical component has been the process of recruitment and selection. The findings indicate that 76% of respondents view recruitment and selection process as essential comprising of 32% of respondents strongly agreed and 44% also indicating agreed constituting the majority indicated that recruitment process among hotel have been impartial, meaning they strive on competence, qualification and excellence. This finding agrees Pfeffer (1994) held the view that a

thorough, valid, and complex selection system aids in the identification of a suitable applicant with performance potential is key in the recruitment and selection process. His view is that, if a vigorous selection and recruitment process is applied, it raises the standard and excellence of hotels, this further endorses the study findings as indicated earlier. The findings confirm the earlier work of (Terpsra and Rozell, 1993), who are of the view that, to ensure hierarchical viability, a legitimate recruiting and selection method allows an organization to allocate the correct kind of qualified personnel to the best potential activity position.

The findings revealed that, training and development are key in ensuring the quality of the human resource base. The data from the field on training and development indicates that, 90% of respondents of which 52% of the respondents strongly agree while 38% agree that training and development is a crucial practice in the hotel industry success. This view is in line with scholars, which underscore the contribution of training and development as a key practice to the growth of the hospitality industry. The data is in line with (Barak et al., 1999) who emphasize training and development is crucial in enhancing the quality of employees in an organization. They further agree training and development provides opportunity for a corporate entity to enable employees sharpen the skills, knowledge and potentials to improve their capacity to deliver topnotch service for the growth of the business. The data also confirm the work of (Aswathappa, 2008) who indicated training has a positive impact in organizational performance outlook. The data again confirm the work of (Huselid, 1995), who said employees capacity, knowledge, skills and employees must constantly update their skills, knowledge and abilities as well as work habits enable

them address the challenges that come with 21st century work careers and that organizations should spend heavily in human capital development.

The findings revealed that, performance appraisal systems are important in the hotel industry and hotels in the Upper West Region are aware of this as the data shows. 90% of the respondents comprising of 52% strongly agreeing while 38% indicated agree. This means that hotels in the Upper West Region sees performance appraisal as one of the most important human resource management practices and uses it to identify gaps in their human resources and strategic planning. They indicated they are aware of it and its importance and most are practicing it. This appraisal-based data could be used to alter hiring and training methods in order to find and develop individuals who exhibit the required behaviors and attitudes. However, talented personnel' performance will be limited unless they are driven to do their jobs (Sujová et al., 2014). The practice of analyzing an employee's current and/or historical performance against his or her performance standards is known as performance evaluation. How well performance appraisal is implemented determines its success. This data is in line with (Sujová et al., 2014) organizations can utilize appraisal tools to track the development of desired employee attitudes and behaviors.

The findings shows that data on whether respondents have compensation systems for their employees in their hotels was interesting, as 34% indicated strongly agreed as their acceptances while 36% indicated agree as their acceptance. Overall acceptances were 70% of respondents acknowledging their hotels have compensation systems. This show that compensation system in the hotel industry is widely acknowledge as a human resource management practice that is crucial in the success of employee management. The findings

agree with Boudreau et al (1999) who indicated that employee motivation could be influenced in a variety of ways by businesses. Employees can be rewarded for attaining the company's specified goals and objectives through performance-based compensation. Boudreau et al (1999) provide a large body of data showing incentive-based compensation have an impact on company performance. It also reaffirms (Kee, et al 2015) assertion that, A large body of evidence shows that base pay has a considerable impact on business performance. The findings also is in line with this assertion that, HR divisions and organizations invest a lot of time and money into putting together benefit packages that can be used to both hire new employees and keep the ones they already have (Olagbemi, 2021). The research verifies the findings of (Olagbemi, 2021), who indicated that most of the enterprises ranked first in service delivery are directly attributable to successful remuneration policies, career advancement, a flexible working environment, and employee appreciation.

The data suggest employee participation is critical in the development of the hotel business as 70% of respondents comprising of 40% places maximum interest in the fact that, there is employee participation in activities in the various hotels. As they indicate strongly agree in offering their response, while 15 of the respondents making up 30% were also of the view that, employee participation at their hotels as they indicate agree. The findings are in line with (Verma, 2000) who posited that, employee participation has been shown to be related to an employee's performance, happiness, and productivity. As a result, fostering and encouraging more employee influence and participation is clearly critical to good HR practice in businesses (Verma, 2000).

The data suggest there is nearly half of respondents in this study do not pay much attention to teamwork of employees in the industry as a strategic human resource management. Again only 10 of the respondents representing 20% places maximum interest in organization commitment to recruitment processing in the various hotels in the Upper West Region. As they indicate strongly agree in offering their response, while 16 of the respondents making up 32% were also of the view that, there is organization commitment to recruitment process at their hotels as they indicate 'agree'. Respondents that indicate not sure; disagree and strongly disagree made up 48%. Almost half of the respondents do not see or attach much recognition of teamwork as a human resource management practice. The findings confirm the work of (Shaw, et al 1998) who said when a group works well together; you may expect a positive outcome from your efforts. When working as a team, you have a wide set of people contributing amazing ideas and explanations to problems. It further confirms his earlier work, which said a group that works well together is also willing to encourage one another as they complete their tasks and achieve their goals. A group, according to (Shaw, 1981), is a collection of people who work together. The finding is also in line with (Garrick & Clegg, 2000) who said a group is a collection of people that have a high level of trust in one another and are working together to achieve a goal or complete a task. It could comprise similar individuals operating in parallel, with the group benefits usually centered on reducing costs by sharing data and assets. Again it is in line with the work of (Kleiman, 1997) that identified collaboration as one of the HRM practices that improves a firm's competitive advantage.

The data suggest rewarding of employees for good performance is critical in the development of the hotel business in the Upper West Region. The data also revealed that

strongly agree and agree made up 82% of the total respondents. The data revealed, 12 of the respondents making up 24%. They place maximum interest in the fact that, employees have opportunity of getting promotion in the various hotels. As they indicate strongly agree in offering their response, while 29 of the respondents making up 58% were also of the view that, employees have opportunity of been promoted in their hotels as they indicate 'agree'. This indicates that, hotels in Upper West Region appreciate and use promotion as a human resource practice in the industry. The findings are in line with (Kalyani & Chong 2018) assertion that, employees are promoted to certain professional tracks during their employment. It again confirms their work that, to reward employees' performance and productivity, merit-based promotions is necessary. To eliminate subjectivity in the promotion review process, HR managers must be more involved (Kalyani & Chong, 2018). The findings further brings to significance the work of Liu et al., (2007) who noted that organizations are creating a comprehensive and a quality skilled and competent personnel may add to the success of the company through human resource management (HRM) system that is rooted in the organization's structure and culture including promotions. The views of Hoque and James (2000), on HRM strategies, which they argue that it has a favorable impact on employee engagement, satisfaction, and customer-focused behaviors as well as organizational performance confirms the study findings which revealed that promotion is an essential strategic approach to organization development in view of human resource management practices.

4.6.2 Strategic Human Resource Management and the Performance of Hotels

The data suggest customer service provision is critical in the development of hotels in the Upper West Region. I was almost unanimously response from the data thinks that customer service must be the ultimate in the hotel industry. The data on management views on customer service provision gauging from management perspective revealed that, 80% places maximum interest in terms of integrating customer service related issues regarding strategic planning as they indicate most important in offering their response, while 16% was also of the view that, customer service provision is important. The finding are in line with (Huselid and Becker, 1995) who opined that on providing an effective and timely response to customer needs, and been focused on boosting organizational performance. The finding also attest to the work of Spanos and Lioukas (2022) attesting that organizations operating in the changing business environment should consistently embrace strategic human resource planning to meet future needs of customer. The findings confirm the works of (Kundu & Malhan, 2009) who opined that, the hospitality sector has been compelled to be competitive by the effects of globalization, market forces, and intense competition in order to survive in the market. The finding was further in line with (Liu et al., 2007) assertion that, a highly qualified and capable workforce may contribute to the success of the business by establishing a thorough and internally coherent human resource management (HRM) system that is ingrained in the organization's structure and culture.

The data suggest Measure of work efficiency (relating resources and time) is critical as a determinant of strategic human resource management to performance of hotels in the Upper West Region. Respondents unanimously indicated they have efficient measures in managing their hotels most especially in relation to resources and time. The data on

Measure of work efficiency (relating resources and time) from management perspective revealed that, 29 of the hotel managers feel is most important which translate into 58% of the hotels places maximum interest in efficient use of time and resources in measuring efficiency of their employees. About 21 hotel managers indicate Measure of work efficiency (relating resources and time) as important in offering their response, representing 42% of the view that, Measure of work efficiency (relating resources and time) is important making up 100% of the respondents. The findings are in line with Al-Ayed (2019), definition of SHRM as a collection of managerial activities aimed at retaining and developing the capabilities of personnel to achieve strategic objectives. The finding were also in line with (Martinson and Leon, 2018) human resources as valuable, uncommon, inimitable, and non-substitutable resources are credited to the emergence of SHRM in the context of organizational development and human resource. The findings confirm (Nolan et al 2010) evidence of relationships between HRM activities and organizational performance, such as training (Russel et al., 1985), selection (Terpastichea and Rozell, 1993), appraisals (Borman, 1991), and compensation (Milkovich, 1992). Huselid's (1995) study establishes a link between an index of HR practices and financial performance and market results.

The data suggest management measures of employee performance and attitude to work is very critical in the strategic human resource management and development of hotels in the Upper West Region. The data on management Measures of Employee Performance and Attitude to work from management perspective revealed that, 34 managers representing 68% places maximum interest in terms of management measure of performance and attitude to work related issues concerning strategic human resource management practices.

This they indicated most important in offering their response, While 14 of the respondents representing 28% was also of the view that, management measure of employee performance and attitude to work is important in contributing to hotel performance. The findings are in line with (Hayes & Ninemeier, 2009) who opined that Hotels must place a higher emphasis on their HRM procedures and on staff behavior management in order to improve organizational performance. The findings are also in line with MacDuffie (1995) that linked bundles of HR practices to productivity and quality highlighted a trend toward analyzing the relationship between HR systems and performance. The study also implies that the popular management focuses at the impact of HRM practices on organizational effectiveness and performance, is the most contentious (Worsfold, 1999).

The data suggest personal hygiene of staff and medical records is so important in the operations of hotels in the Upper West Region. The data on Personal Hygiene of Staff and medical records from management perspective revealed that, 24 of the respondents making 48% places maximum interest in terms of personal hygiene of staff and medical records as a priority to build confidence of customers. This is evident as they indicated strongly agreed in offering their response. While 20 of the respondents making up 40% was also of the view that, they agree personal hygiene of staff and medical records is important. The total respondents that indicated acknowledgement of innovation 84% thinking that personal hygiene of employees is so critical to hotel performance. The findings are emphasis the work of (Karatepe et al., 2020). It is observed that employees in the hospitality sector are encouraged to engage in innovating services. The findings were also consistent with (Bos-Nehles et al., 2017), who defined innovative work behavior as employees' creation,

processing, and implementation of novel ideas in the form of products, processes, procedures, technologies, or combinations of such to enhance organizational functioning. The data suggest attractiveness of the hotel as a strategy is critical in attracting customers and booming of the hotels business in the Upper West Region. The data on Attractiveness of the hotel from management perspective revealed that, 30 respondents making 60%. This show manager's place high level of interest on attractiveness of the hotel as a strategy to attracting customers. This is to attract customers as they indicate strongly agree in offering their response, while 17 managers representing 34% was also of the view that, customer service provision is important as they indicated agree. The finding are in line with (Zhang and Mao, 2012) who said importance of excellent service features in defining the fundamental attributes of a hotel's image has been recognized in studies on image formation. The findings also comprehend with (Devereux et al., 2020) work that, the corporate image and performance of a hotel determine its success. Chain hotels have historically been among the most amazing and lucrative hotels in the world (Qian et al, 2020).

The data suggest quality of service guaranteed there is a relationship service quality and the performance of hotel business in the Upper West Region. The data on quality of service gauging from management perspective revealed that, 30 of the respondents making up to 60% places maximum interest in quality of service as strategy to remain competitive in the industry. This they did by indicating Strongly Agree in offering their response, while 16 respondents making up to 32% agreed, customer service quality is important to the performance of hotels. The results are consistent with Bani-Melhem et al.'s (2018) finding that customers have become more demanding in terms of service quality in the hospitality

sector in order to increase client satisfaction, brand loyalty, and hotel reputation (Bani-Melhem et al., 2018).

The data suggest employee knowledge on duties, responsibilities and code of conduct to make use of employee potentials and abilities as a strategic objective and for the development of the hotel business in the Upper West Region. The data on management perspective of employee knowledge on duties, responsibilities and code of conduct revealed that, 19 of the respondents making up 38%. They place maximum interest in the fact that employee knowledge on duties, responsibilities and code of conduct to make use of employee potentials and abilities in the various hotels, as they indicate always in offering their response. While 15 of the respondents making up 30% were also of the view that, employee knowledge on duties, responsibilities and code of conduct to make use of employee potentials and abilities at their hotels as they indicate often. Overall 68% of respondents pay attention to employee knowledge on duties, responsibilities and code of conduct as a strategy.

This finding is in line with (Al-Ayed, 2019) who emphasizes that, SHRM main obligations are to ensure that the suitable employees have the necessary abilities and experiences to accomplish tasks and responsibilities effectively. The findings are also in line with SHRM combines disciplines into a conceivable and comprehensible pack (Kura et al., 2015), that simplified the development and measurement of the SHRM plan. The findings also confirm the work of (Harrison and Bazy, 2017) which states that, it is worth noting that to ensure internal consistency, SHRM activities, could greatly affect the performance of SME than a single SHRM practice. The finding also confirms the works of Spanos and Lioukas (2022) who said organizations may no longer exist in the competitive business climate if they

cannot explain the appropriate staffing levels and knowledge and skill mix needed to function more successfully.

The data suggest employee job flexibility to be able to adjust make used of employee potentials and abilities as a strategic objective and for the development of the hotel business in the Upper West Region. The data on employee job flexibility from management perspective revealed that, 20 of the respondents making up 40%. They places maximum interest in the fact that employee job flexibility to be able to adjust make used of employee potentials and abilities in the various hotels, as they indicate always in offering their response. While 14 of the respondents making up 28% were also of the view that, employee job flexibility to make use of employee potentials and abilities at their hotels as they indicate often. The findings are in line with the work of (Gjerald and Furunes, 2020) that reaffirms the importance of job flexibility by saying adaptation to contingencies and flexibility in adjusting hospitality services to consumer expectations are required to enhance organizational performance. The findings are also in line with Spanos and Lioukas (2022) assertion that organizations operating in the changing business environment should consistently embrace strategic human resource planning to meet future needs of customer. The results further support Hassan et al., (2013) assertion that one of the factors influencing organizational performance is the ongoing improvement of staff knowledge and abilities. The data suggest job description to make used of employee potentials and abilities as a strategic objective and for the development of the hotel business in the Upper West Region. This is a strategy to get the best out of their employees. The data on management perspective of job description revealed that, 21 of the respondents making up 42%. They places maximum interest in the fact that staff job description to make used of employee

potentials and abilities in the various hotels, as they indicate always in offering their response. While 19 of the respondents making up 38% were also of the view that, staff job description to make use of employee potentials and abilities at their hotels as they indicate often. This is in line with the finding of (Hoque, 2013) who emphasis that HRM strategies have a favorable impact on employee engagement, satisfaction, and customer-focused behaviors as well as organizational performance. It is also in line, according to earlier research, the organization's vision, mission, goals, and objectives must be aligning perfectly with its human resources (Kuipers and Giurge, 2017). The study also agrees with Sanchez et al. (2015) study on SHRM, which highlighted the selective hiring, intense training, active involvement, detailed performance review, and performance-based compensation as approaches to organizational performance.

The data suggest customer service provision is critical in the development of hotels in the Upper West Region. The data on management review of human resource management practices on yearly bases revealed that, about 46 of the respondents representing 92% places maximum interest in review of human resource management practices on yearly bases related issues regarding strategic human resource practices, as they indicate yes in offering their response. This finding is in line with (Sujová et al., 2014) description of performance evaluation as a systematic and periodic procedure that evaluates an individual employee's job performance and productivity in accordance to pre-determined and organizational objectives. The findings also support the views of Taggar et al, (2008) who indicated that in employing a proper system as a basic requirement for survival, it demands attention of numerous organizational elements human capabilities, benchmarking, performance indicators and strategies. The findings also endorses the study of Ziyae (2016)

who noted that SHRM addresses empowering, administrative, and motivational issues that are critical to organizational development.

4.6.3 Effects of Strategic Human Resource Management on the performance of hotels

The data suggest implementation of SHRM increase productivity from the management response to a large extent is regarded as a critical strategy to derive the best from employees and for the development of the hotel business in the Upper West Region. The data on implementation of SHRM improved productivity of the hotel gauging from management perspective revealed that, 28 of the respondents making up 56%. They place maximum interest in the fact that implementation of SHRM increase productivity in the various hotels. As they indicate strongly agree in offering their response, while 19 of the respondents making up 38% were also of the view that, implementation of SHRM improved productivity at their hotels as they indicate agree. In total about 96% of respondents affirms the implementation of SHRM improved the productivity hotel in the region.

The findings are in line with Taggar et al. (2008) who highlighted recruitment and selection, training and development, performance appraisal, rewards and compensations and career development as SHRM dimensions that are contributing to organizational growth. The findings also confirm the work of (Adresi and Darun 2017) who defined SHRM as the development and implementation of human resource programs to address business difficulties and any recurring issues in an organization is the focus of the future-focused approach known as strategic human resource management. The findings are also in line with Schuler and Jackson, (2014) who are of the view that a number of experts and practitioners have underscored the contribution of SHRM to personnel management as it

provides a long-term competitive advantage. The findings are also in line with Ziyae (2016), who share the view that there is a strong link between SHRM and corporate entrepreneurship. The findings are further in line with assertion that, SHRM practices, a hotel's potential to enhance sales, profitability, and the market percentage or market penetration index is established (Abbas and Hussien, 2021). The findings are also in line with Ziyae (2016) who, noted that SHRM addresses empowering, administrative, and motivational issues that are critical to organizational development.

The data suggest SHRM ensure retention of core talented employees from the management response to a large extent is regarded as a critical strategy in ensuring the retention of core talented employees to derive the development of the hotel business in the Upper West Region. 94% of respondents in total indicated that SHRM actually leads to the retention of talented employees. The data on SHRM ensure retention of core talented employees of the hotel gauging from management perspective revealed that, 25 of the respondents making up 50%. They place maximum interest in the fact that SHRM ensure retention of core talented employees, as they indicate strongly agree in offering their response. While 22 of the respondents making up 44% were, also of the view that, SHRM ensure retention of core talented employees at their hotels as they indicate agree.

The results support Afsal et al.'s (2013) work, which gave an overview of the value of strategic human resource management to organizational performance and suggested that human resource planning is one of the HR competitive strategies that boost organizational productivity. The results support the work of Afsal et al. (2013), who emphasized that businesses should always look for individuals who have the ideal combination of knowledge and abilities. The results further support the claim made by Datta et al. (2003)

that HRM technique like employee trust, organizational commitment, job satisfaction, labor absenteeism, and service quality help to improve organizational performance, including turnover rate.

According to Mutua et al. (2012), when an organization loses employees, its ability to compete in terms of expertise, experience, and corporate memory is inevitably harmed. Retaining highly qualified personnel is one of the factors that encourage employee internal insights to identify alternative methods of reaching organizational goals, which increases productivity of any firm. The findings are also in line with organization's vision, mission, goals, and objectives must be align perfectly with its human resources (Kuipers & Giurge 2016). The findings further confirm that, the alignment is necessary to improve the performance of the hotel industry because human resource-related issues are common in developing nations, including low income levels, lax presentation standards for valuables, low incentive levels, poor employment scales, a lack of adequate compensation for workers' toil, and subpar supervisor management and employee motivation (Shabbir 2014). The data suggest there is strong commitment to the criteria for recruitment of employees in the industry as a strategic human resource management in the hotel industry of the upper west. The data on management perspective of criteria for recruitment revealed that, about 24 of the respondents making up 48%, places maximum interest in organization criteria for recruitment process in the various hotels. As they indicate strongly agree in offering their response, while 15 of the respondents making up 30% were also of the view that, criteria for recruitment at their hotels as they indicate 'agree'. The findings confirm the work of Mohamed et al., (2013), who indicated that in SMEs, hiring and training strategies had a considerable impact on employee turnover.

The findings again confirm the work of Pfeffer (1994) held the view that a thorough, valid, and complex selection system aids in the identification of a suitable applicant with performance potential is key in the recruitment and selection process. It also confirms the assertion that, a strict selection process fosters elitism, raises performance standards, and sends a message about the significance of employees to the organization (Pfeffer, 1994). The findings prove that (Terpsra and Rozell, 1993) was right when he said selection and recruitment has a link to improved business performance. It further proves him right when he said Performance levels might be hampered by a mismatch between the person and the job, whereas a smart selection procedure can ensure a better fit between the person's abilities and the organization's requirements. The finding also affirms Abbas and Hussien, (2021) study shows that hotel managers practice good SHRM to enhance corporate performance.

The data suggest the impact of feedback about service and employees from the management response to a large extent is a strategic objective that influence the performance and development of the hotel in the Upper West Region. The data on the impact of feedback about service and employees gauging from management perspective revealed that, 18 of the respondents making up 36%. They place maximum interest in the fact that the impact of feedback about service and employees in the various hotels, as they indicate strongly agree in offering their response; while 28 of the respondents making up 56% were also of the view that, the impact of feedback about service and employees at their hotels as they indicate agree. The result is consistent with (Gjerald and Furunes, 2020) argument that adaptability to contingencies requires flexible abilities and behaviors, and that organizational performance is improved by flexibility in adjusting hospitality services

to customer expectations. The results support the following claim: Innovative work behavior is defined as employees' development, processing, and application of novel ideas in terms of goods, processes, procedures, technologies, or combinations of such to enhance organizational functioning (Bos-Nehles et al., 2017). The results also support the findings of Bani-Melhem et al. (2018), who reported that customers have become more demanding in terms of service quality in the hospitality sector. Customers must receive satisfactory services in order to increase their loyalty and the reputation of the hotel (Bani-Melhem et al., 2018). The findings is in line with observation that, employees in the hospitality sector are encouraged to engage in innovating services (Karatepe et al., 2020).

The data suggest evaluation to make decisions on job rescheduling as strategic objective that is so critical the strategic human resource management and development of the hotel business in the Upper West Region. The data on evaluation of employees improve the performance of hotel gauging from management perspective revealed that, 25 of the respondents making up 50%. They places maximum interest in the fact that evaluation is done to make decisions on job rescheduling in the various hotels, as they indicate strongly agree in offering their response. While 15 of the respondents making up 30% were also of the view that, evaluation to make decisions on job rescheduling at their hotels as they indicate agree.

The results are consistent with Sujová et al. (2014), who stated that it is important because it helps managers make wise administrative choices regarding employee promotions, fringe benefits, payoffs, and incentive pay increases. The results support the findings of Hassan et al. (2013), who also noted that one of the factors driving organizational performance is the ongoing growth of staff skills and knowledge. The finding also confirms

the work of (Al-Ayed, 2019) when he revealed SHRM main obligations are to ensure that the suitable employees have the necessary abilities and experiences to accomplish tasks and responsibilities effectively.

The data suggest training of employee's aid the hotel achieved its strategic objective its core talents from the management response to a large extend holds training of employee's aid the hotel achieved its strategic objective and for the development of the hotel business in the Upper West Region. The data on training of employee's aid the hotel achieved its strategic objective of the hotel gauging from management perspective revealed that, 30 of the respondents making up 60%. They places maximum interest in the fact that training of employee's aid the hotel achieved its strategic objective in the various hotels, as they indicate strongly agree in offering their response. While 9 of the respondents all making up 18% were also of the view that, training of employee's aid the hotel achieved its strategic objective at their hotels as they indicate agree. The findings are consistent with those made by Afsal et al. (2013), who offered an overview of the significance of strategic human resource management to organizational performance and suggested that human resource planning is one of the HR competitive strategies that boost organizational productivity.

The finding is further in line with Afsal et al. (2013), who emphasize that businesses should always look for individuals who have the ideal combination of knowledge and abilities. The results support Aswathappa's (2013) conclusion that staff training investments have a beneficial impact on organizational performance. The measure operationalizes the potential for a hotel to enhance its reputation and increase employee and client happiness because of SHRM activities. The finding reaffirms the work of (Wuen et al., 2020) who

said training and development sessions, as well as staff engagement sessions, were found to have a considerable favorable impact on SME performance (Wuen et al., 2020). The findings also brings to significance the study of Muhammed and Abdullah, et al (2016) studu which indicates that supporting the economy's development and advancement needs will be more practicable when the human asset is purposefully built and equipped with fundamental skills that will help the organization to accomplish its genuine potential.

The data suggest customer expression of satisfaction is important for continues patronage of hotel services in the Upper West Region. The data on customer expression of satisfaction gauging from management perspective revealed that, about 31 of the respondents making up 62% places maximum interest in customer expression of satisfaction. As they indicate, Strongly Agree in offering their response, while 17 of the respondents making up 34% was also of the view that, customer expression of satisfaction is a major issue as they indicate agrees. The findings of Datta et al, (2003) argue that HRM strategies such as employee trust, organizational commitment, job happiness, labor absenteeism, and service quality contribute to enhancing organizational performance, including turnover rate. The findings also confirm the assertions that, (Zhang and Mao, 2012) because of the intense competition among hotels, most hotel managers have recognized the importance of developing a distinct image. In positioning systems, a well-expressed image is critical. Hotels employ environment-based strategies and distinctive HRM techniques to uphold their brand positioning and increase their core competitiveness. Excellent service qualities have been recognized as being important in defining the core characteristics of a hotel's image by studies on image formation.

The data suggest jobs are design to make used of employee potentials and abilities as a strategic objective and for the development of the hotel business in the Upper West Region. The data on jobs are design to make used of employee potentials and abilities gauging from management perspective revealed that, 17 of the respondents making up 34%. They places maximum interest in the fact that jobs are design to make used of employee potentials and abilities in the various hotels, as they indicate always in offering their response. While 16 of the respondents comprising of making up 32% were also of the view that, jobs are design to make use of employee potentials and abilities at their hotels as they indicate often. The finding is in line with Hassan et al., (2013) added that the continuous development of employee skills and knowledge is seen to be one of the drivers of organizational performance. The results are consistent with the viewpoint of (Gjerald and Furunes, 2020), who emphasize the necessity for flexible skills and behaviors for adaptability to contingencies and flexibility in tailoring hospitality services to customer expectations in order to improve organizational performance.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Major Findings

This chapter presents the major summary of the findings. It also examines conclusions arrived at by the study. Finally, the chapter advances some recommendations that will help improve the impact of strategic human resource management on hotels performance in the Upper West Region. Emphasis is placed on the main objectives of the study drawing from the key gaps identified.

5.1.1 Strategic Human Resource Management practices of hotels in the Upper West Region

It was revealed that 76% of respondents (hotel managers) view recruitment and selection process as essential meaning they strive on competence, qualification and excellence. It was study found that majority of the hotels across the various facility grades in the region practice selection and recruitment as strategic means of recruiting potential best-fit candidates as employees for the various job offers in their hotels.

The findings also revealed that, training and development are key in ensuring the quality of the human resource base. The data from the field on training and development indicates that, 90% of respondents (hotel managers) are a crucial practice in the hotel industry success.

The findings revealed that, performance appraisal systems are important in the hotel industry and hotels in the Upper West Region are aware of this as the data show 90% of the respondents (hotel managers). This means that hotels in the Upper West Region sees

performance appraisal as one of the most important human resource management practices and uses it to identify gaps in their human resources and strategic planning.

The findings show that data on whether respondents have compensation systems for their employees in their hotels was interesting. Overall acceptance were 70% of respondents (hotel manager) acknowledging their hotels have compensation systems. This show that compensation system in the hotel industry is widely acknowledge as a human resource management practice that is crucial in the success of employee management.

The findings on employee participation is critical in the development of the hotel business as 70% of respondents (hotel managers) places maximum interest in the fact that, there is employee participation in activities in the various hotels. Employee participation has demonstrated to be positively associated to an employee's performance, contentment, and productivity.

The findings indicate that, nearly half of respondents in this study do not pay much attention to teamwork of employees in the industry as a human resource management strategy. Almost half of the respondents do not see or attach much recognition of teamwork as a human resource management practice. When working as a team, you have a wide set of people contributing amazing ideas and explanations to problems.

The findings indicate that, rewarding of employees for good performance is critical in the development of the hotel business in the Upper West Region. As an impressive percentage of 82% of the total respondents (hotel managers) were found to be applying this practice in their hotels. This indicates that, hotels in Upper West Region appreciate and use promotion as a human resource practice in the industry.

5.1.2 Relationship between Strategic Human Resource Management and the Performance of Hotels

The findings suggest customer service provision is critical in the development of hotels in the Upper West Region. It was almost unanimously response from the data thinks that customer service must be the ultimate in the hotel industry. The findings on management views on customer service provision gauging from management perspective revealed that, 80% places maximum interest in terms of integrating customer service related issues regarding strategic planning as they indicate most important in offering their response.

The study found that Measure of work efficiency (relating resources and time) is seen as very critical and very important strategy of human resource management to that enable performance of hotels in the Upper West Region. Respondents (hotel managers) unanimously indicated they have efficient measures in managing their hotels most especially in relation to resources and time. Measure of work efficiency (relating resources and time) is so important and making up 100% of the respondents.

The findings on management measures of employee performance and attitude to work are very critical in the strategic human resource management and development of hotels in the Upper West Region. The data on management Measures of Employee Performance and Attitude to work from management perspective revealed that, 34 managers representing 68% places maximum interest in terms of management measure of performance and attitude to work related issues concerning strategic human resource management practices. This they indicated most important in offering their response, While 14 of the respondents representing 28% was also of the view that, management measure of employee performance and attitude to work is important in contributing to hotel performance.

The findings on personal hygiene of staff and medical records are so important in the operations of hotels in the Upper West Region. The total respondents that indicated acknowledgement of innovation 84% thinking that personal hygiene of employees is so critical to hotel performance. The findings on Personal Hygiene of Staff and medical records from management perspective revealed that, 24 of the respondents making 48% places maximum interest in terms of personal hygiene of staff and medical records as a priority to build confidence of customers. This is evident as they indicated strongly agreed in offering their response. While 20 of the respondents making up 40% was also of the view that, they agree personal hygiene of staff and medical records is important.

The findings on attractiveness of the hotel as a strategy are critical in attracting customers and booming of the hotels business in the Upper West Region. The findings on Attractiveness of the hotel from management perspective revealed that, 30 respondents making 60%. This show manager's place high level of interest on attractiveness of the hotel as a strategy. This is to attract customers as they indicate strongly agree in offering their response, while 17 managers representing 34% was also of the view that, customer service provision is important as they indicated agree.

The findings on quality of service guaranteed there is a relationship service quality and the performance of hotel business in the Upper West Region. The data on quality of service gauging from management perspective revealed that, 30 of the respondents making up to 60% places maximum interest in quality of service as strategy to remain competitive in the industry. This they did by indicating Strongly Agree in offering their response, while 16 respondents making up to 32% agreed, customer service quality is important to the performance of hotels.

The findings on employee knowledge on duties, responsibilities and code of conduct to make use of employee potentials and abilities as a strategic objective and for the development of the hotel business in the Upper West Region. The findings on management perspective of employee knowledge on duties, responsibilities and code of conduct revealed that, 19 of the respondents making up 38%. They place maximum interest in the fact that employee knowledge on duties, responsibilities and code of conduct to make use of employee potentials and abilities in the various hotels, as they indicate always in offering their response.

The data suggest employee job flexibility to be able to adjust make use of employee potentials and abilities as a strategic objective and for the development of the hotel business in the Upper West Region. The data on employee job flexibility from management perspective revealed that, 20 of the respondents making up 40%. They place maximum interest in the fact that employee job flexibility to be able to adjust make use of employee potentials and abilities in the various hotels, as they indicate always in offering their response. While 14 of the respondents making up 28% were also of the view that, employee job flexibility to make use of employee potentials and abilities at their hotels as they indicate often.

The findings on job description to make use of employee potentials and abilities as a strategic objective and for the development of the hotel business in the Upper West Region. This is a strategy to get the best out of their employees. The data on management perspective of job description revealed that, 21 of the respondents making up 42%. They place maximum interest in the fact that staff job description to make use of employee potentials and abilities in the various hotels, as they indicate always in offering their

response. While 19 of the respondents making up 38% were also of the view that, staff job description to make use of employee potentials and abilities at their hotels as they indicate often.

The findings on management review of human resource management practices on yearly bases revealed that, about 46 of the respondents representing 92% places maximum interest in review of human resource management practices on yearly bases related issues regarding strategic human resource practices, as they indicate yes in offering their response. While 1 of the respondents representing 2% said, they do not do monthly review of the human resource practices as they indicate, no in their responses. The least category of the respondents is 3 representing 6% were doubtful as they indicated undecided.

5.1.3 Effects of Strategic Human Resource Management on the performance of hotels

The data on implementation of SHRM improved productivity of the hotel gauging from management perspective revealed that, 28 of the respondents making up 56%. They places maximum interest in the fact that implementation of SHRM increase productivity in the various hotels. As they indicate strongly agree in offering their response, while 19 of the respondents making up 38% were also of the view that, implementation of SHRM improved productivity at their hotels as they indicate agree. In total about 96% of respondents affirms the implementation of SHRM improved the productivity hotel in the region.

Majority of the respondents making up of 94% in total indicated that SHRM actually leads to the retention of core talented employees. The data on SHRM ensure retention of core talented employees of the hotel gauging from management perspective revealed that, 25 of the respondents making up 50%. They places maximum interest in the fact that SHRM

ensure retention of core talented employees, as they indicate strongly agree in offering their response. While 22 of the respondents making up 44% were also of the view that, SHRM ensure retention of core talented employees at their hotels as they indicate agree.

The finding there is strong commitment to the criteria for recruitment of employees in the industry as a strategic human resource management in the hotel industry of the upper west. The findings on management perspective of criteria for recruitment revealed that, about 24 of the respondents making up 48%, places maximum interest in organization criteria for recruitment process in the various hotels. As they indicate strongly agree in offering their response, while 15 of the respondents making up 30% were also of the view that, criteria for recruitment at their hotels as they indicate 'agree'.

The findings suggest the impact of feedback about service and employees from the management response to a large extend is a strategic objective that influence the performance and development of the hotel in the Upper West Region. The findings on the impact of feedback about service and employees gauging from management perspective revealed that, 18 of the respondents making up 36%. They places maximum interest in the fact that the impact of feedback about service and employees in the various hotels, as they indicate strongly agree in offering their response. While 28 of the respondents making up 56% were also of the view that, the impact of feedback about service and employees at their hotels as they indicate agree.

The findings suggest evaluation to make decisions on job rescheduling as strategic objective that is so critical the strategic human resource management and development of the hotel business in the Upper West Region. The findings on evaluation of employees improve the performance of hotel gauging from management perspective revealed that, 25

of the respondents making up 50%. They place maximum interest in the fact that evaluation is done to make decisions on job rescheduling in the various hotels, as they indicate strongly agree in offering their response. While 15 of the respondents making up 30% were also of the view that, evaluation to make decisions on job rescheduling at their hotels as they indicate agree.

The findings on training of employee's aid the hotel achieved its strategic objective of the hotel gauging from management perspective revealed that, 30 of the respondents making up 60%. They place maximum interest in the fact that training of employee's aid the hotel achieved its strategic objective in the various hotels, as they indicate strongly agree in offering their response. While 9 of the respondents all making up 18% were also of the view that, training of employee's aid the hotel achieved its strategic objective at their hotels as they indicate agree.

The findings on customer expression of satisfaction gauging from management perspective revealed that, about 31 of the respondents making up 62% place maximum interest in customer expression of satisfaction. As they indicate, Strongly Agree in offering their response, while 17 of the respondents making up 34% was also of the view that, customer expression of satisfaction is a major issue as they indicate agrees.

The findings on jobs design to make use of employee potentials and abilities is seen as a strategic objective and for the development of the hotel business in the Upper West Region. Majority of respondents (hotel managers) place maximum interest in the fact that jobs are design to make use of employee potentials and abilities in the various hotels, as they indicate always in offering their response. The finding is consistent with Hassan et al.'s

(2013) addition that one of the factors driving organizational performance is thought to be the ongoing improvement of staff skills and knowledge.

The findings on jobs are design to make used of employee potentials and abilities as a strategic objective and for the development of the hotel business in the Upper West Region. The data on jobs are design to make used of employee potentials and abilities gauging from management perspective revealed that, 17 of the respondents making up 34%. They places maximum interest in the fact that jobs are design to make used of employee potentials and abilities in the various hotels, as they indicate always in offering their response. While 16 of the respondents comprising of making up 32% were also of the view that, jobs are design to make use of employee potentials and abilities at their hotels as they indicate often.

5. 2 Conclusion

5.2.1 Strategic Human Resource Management Practices on Hotel Performance

The study concludes that SHRM practices such as selection and recruitment, training and development, employee participation, appraisal, teamwork and promotion are practices that hotels in the Upper West Region utilize in their operations to enhance their organizational performance. The study found that, in the industry, hotels performance largely relies on hotels and their practices as rules for engagement for operations.

5.2.2 Relationship between Strategic Human Resource Management on Hotel Performance

The study also concludes that, there is a relationship between strategic human resource management on hotel performance. The study provided evidence, which shows that, there is overwarming evidence of relationships between SHRM activities and hotels performance in the Upper West Region of Ghana. Strategic activities such as quality of

service, job description, attractiveness of the hotel, measure of work efficiency, management view on customer service provision were all found to have link between SHRM and hotel performance.

5.2.3 Effects of Strategic Human Resource Management on the performance of hotels

The studies further found that SHRM have strong influence on performance of hotels. Human resource management strategies such as quality of service, job description, attractiveness of hotel, measure of work efficiency, review of previous SHRM practices, management view on customer service provision and management measure of employee performance and attitude to work contribute to boosting and enhancing hotel performance.

5.3 Recommendation

Based on the conclusion arrived at, the following recommendations are key;

- 1.** The management of hotels in the Upper West Region should prioritize quality human resource base, especially staff recruitment- engaging professional and outlining quality indicators as requirement for recruitment to avoid poor quality staff in terms of employing relations without customer service ethics.
- 2.** Management of hotels should also prioritized in-service training of their staff to enhance efficiency and effectively in service delivery
- 3.** The Ghana Tourism Authority and the Environmental Health and Sanitation Unit of the various Municipal and District Assemblies in the Upper West Region should ensure hotels pay adequate attention to environmental hygiene, sanitation, health and safety. This would reduce the possible risk of disease transmission as the findings suggest majority of staff are not medically screen.

4. The Ministry of Tourism, Art and Culture should work to empower hotels to develop and benchmark quality practices such as customer care, environmental serenity and general service quality.
5. The Management of hotels should endeavour to conduct annual performance evaluation for best lessons learning to influence growth.

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APPENDICES

Appendix A- Questionnaire

TO BE ANSWERED BY THE MANAGER

SECTION 1

ABOUT YOURSELF (OPTIONAL)

Directions: Please place a mark in the category that best describes you – or fill in the blank.

- 1- Name
- 2- Gender Male Female
- 3- Age (in years) 20 - 29 30 – 39 40 - 49 50 years or above
- 4- Highest Level of education A. HND B. 1st Degree C. Master’s Degree D. PhD Others (specify).....
- 5- How many years have you worked in the hotel industry?
A. 0-2 B. 2-5 C. 5 years and above
- 6- Indicate your current position in the hotel.....
Manager contact.....

SECTION 2)

(About the employees’ productivity)

7- When evaluating an employee's productivity, a number of factors are taken into account. Please choose the option that best reflects the weight your company gives each of these factors.

| | Not Important At All | Least important | May be | Important | Most important |
|--|----------------------|-----------------|--------|-----------|----------------|
| Customer measures (e.g. service quality; customer satisfaction; return visit; customer loyalty). | | | | | |
| Work measures (e.g. Is the job well- done in relation to the specified time and resources?) | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| | | | | | |
| Employee measures (performance; service attitude). | | | | | |

8 – SERVICE QUALITY

Indicate your opinion about the following statements and select the appropriate response.

| | Strongly Disagree | Disagree | Not Sure | Agree | Strongly Agree |
|--|-------------------|----------|----------|-------|----------------|
| 1-The hotel is tidy. | | | | | |
| 2- The staff uniforms are elegant. | | | | | |
| 3- The hotel has visually attractive rooms. | | | | | |
| 4- The service quality level is better than our competitors | | | | | |
| 5- The customers overall experiences with this hotel show that they are extremely satisfied. | | | | | |
| 6-The staff have experience in dealing their customers want/ satisfaction. | | | | | |

9 - Employee Quality

The following statements refer to the level of staff performance in the hotel. Please select the appropriate response.

| | awful | Poor | Satisfaction | Good | Excellent |
|---|-------|------|--------------|------|-----------|
| 1-Quality of work: consider neatness, accuracy, and dependability of results. | | | | | |
| 2- What is the level of staff performance in your hotel? | | | | | |

SECTION 3

10 - Performance measures

How would you rate your staff work-related aspects? Please select the appropriate response.

| | | | | | |
|---|--|--|--|--|--|
| 1-Staff complete their work tasks until finishing it. | | | | | |
| 2- Staff spend their time effectively when doing their jobs. | | | | | |
| 3- Staff rationalize the use of many resources (e.g. hotel equipments; inventories; service materials; services) when doing their jobs. | | | | | |
| 4- Staff try to achieve their hotel-desired targets when doing their work. | | | | | |

SECTION 4

11. Evaluation of human resources management practices.

The following sections describe how you evaluate the strategic human resources management practices in your hotel. Please select the responses that best describe your evaluation.

| Strategic Recruitment and Selection | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|--------------------------|-----------------|----------------|--------------|-----------------------|
| 1-The recruitment and selection processes in the organization are impartial | | | | | |
| 2- Recruitment experts are used during the recruitment and selection process in the organization | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| 3- The organization does not need to pay more attention to the way it recruits people | | | | | |
| 4- All your employees are recruited based on merit and competence | | | | | |
| | | | | | |
| Strategic Reward and Compensation | | | | | |
| 1 -Pay structures for employees are based on their job description. | | | | | |
| 2- Employees have the opportunity to earn individual bonuses (or commission) for productivity, performance or other individual performance outcomes. | | | | | |
| 3- A large portion of employees' compensation is based on performance. | | | | | |
| 4- The amount earned by employees is determined primarily by an incentive plan rather than by a guarantee-income plan. | | | | | |
| Strategic Training and Development | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| 1. Employees training and development help increase organizational performance. | | | | | |
| 2. Employees training and development assist organization to achieve increased productivity. | | | | | |
| 4. Training and development assist firms in retaining its core talents. | | | | | |
| 5. Training of employees helps organization to achieve their strategic objectives. | | | | | |

14- How often does your hotel use the following strategic job design aspects?

| | | | | | |
|---|--|--|--|--|--|
| | | | | | |
| 1- Each job in this hotel has an up-to-date job description. | | | | | |
| 2- Each employee is aware of his/her career path in the hotel. | | | | | |
| 3- Flexible job descriptions that are not linked to one specific task. | | | | | |
| 4- Deliberate design of jobs to make full potential use of employee's skills and abilities (e.g. use of job enrichment and /or autonomous work groups). | | | | | |

Section 5

15 - How would you rate the following performance evaluation issues?

| | Strongly Disagree | Disagree | Not | Agree | Strongly Agree |
|---|-------------------|----------|-----|-------|----------------|
| 1- Our Performance evaluations are based on manager evaluations only 2- Our employees are provided performance based feedback and counselling. | | | | | |
| 3- Performance evaluations aimed to make important decisions like job rotation, training, promoting and compensation. | | | | | |

16-Please, select the responses that best describe your overall evaluation of human resources practices in your hotel.

| | NO | NOT SURE | YES |
|---|----|----------|-----|
| This hotel reviews the previous human resources management practices to ensure their consistency and quality from time to time. | | | |
| Our hotel reviews the previous human resources management practices every month. | | | |
| Our hotel reviews the previous human resources management practices every year. | | | |

THANK YOU FOR YOUR PARTICIPATING IN THIS STUDY

Appendix B: Key Informant Interview Guide

**SD DOMBO UNIVERSITY OF BUSINESS AND INTEGRATED
DEVELOPMENT STUDIES (SDD-UBIDS)**

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

Topic: assessing the impact of strategic human resource management on hotels performance in the Upper West Region

Introduction: This key informant guide is part of a study which is assessing the impact of strategic human resource management on hotels performance in the Upper West Region. This research is conducted for purely academic purposes and your responses are strictly confidential. Please fill in the spaces provided when options are not provided. I urge you to feel free to express your views. Thank you for your assistance.

Key Informants Interview

Human Resource Management and Performance of Hotels

1. What is your perspective on hotels management on customer service provision?

.....
.....
.....
.....

2. How do hotel Management Measures Employee Performance and Attitude to work?

.....
.....
.....
.....

3. Do you feel Orderliness of the hotel facility; Personal Hygiene of Staff and medical records influence output?

.....

.....

.....

.....

4. What is your view on hotels quality of service practices?

.....

.....

.....

.....

5. What is your view on staff level of performance in hotels?

.....

.....

.....

.....

Strategic Human Resource Management practices of hotels

6. What is your view regarding hotels strategic human resources evaluation approach regarding recruitment, training and development?

.....

.....

.....

.....

7. What is your view on hotel recruitment and Selection Process?

.....
.....
.....
.....

8. Please, kindly state your view on training, personal development and retaining of staff?

.....
.....
.....
.....

9. Do you think Job Designed meets Employee Potentials and Abilities?

.....
.....
.....
.....

10. What is your perspective on Mode of Recruitment Process?

.....
.....
.....
.....

11. Do you think there is commitment from hotels regarding recruitment Process?

.....
.....
.....
.....

12. What is your view point on job performance, compensation plan and incentive for employees?

.....
.....
.....
.....

Effects of Strategic Human Resource Management on hotels

13. What is do you think is the effects of employee Evaluation Process to hotel performance?

.....
.....
.....
.....
.....

14. Do your think feedbacks are shared to influence employee attitude and performance?

.....
.....
.....
15. Do you think evaluation prior to job rescheduling is critical to human resource management?

.....
.....
.....
.....
.....

16. Do Hotels Review Previous Manager's Human Resource Quality Practices (quarterly)?

.....
.....
.....
.....

17. Do hotels also review Previous Human Resource Manager's Practices (Yearly)?

.....
.....
.....
.....

Thank You!!!

Appendix C – Letter of Introduction



Tel. +233246851603

SD DOMBO UNIVERSITY OF BUSINESS AND INTEGRATED
DEVELOPMENT STUDIES
(GRADUATE PROGRAMMES UNIT, SCHOOL OF BUSINESS)

BOX UY 36, WA, GHANA
22nd June, 2022

The Regional Director
Ghana Tourism Authority
Upper West Region, Wa

Dear Sir,

LETTER OF INTRODUCTION

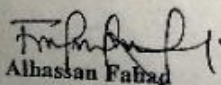
MUHAMMED ISSAH HAO (STUDENT ID: PG 0020521)

We write to introduce you to the above named second-year graduate student of this University who desires your support to enable him gather data in your organization to write his thesis as part of partial requirement for the award of MPhil. Human Resource Management.

He writes on the topic: **Assessing Strategic Human Resource Management and Hotel Performance in the Upper West Region.**

We will therefore be grateful if you could assist him in that regard.

Thank you.


Alhassan Fatah

Administrator, Graduate Programmes Unit, SoB

For: Coordinator

Cc: File

Mohammed Issah Haq