

From Practice to Performance: The Experience of Hotels in Adopting Strategic Human Resource Management Practices in the Upper West Region of Ghana

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ABSTRACT

The study examined hotels' experiences with strategic human resource management practices and performance. The study adopted the best-fit approach and contingency approach. The study sampled 50 managers and manageresses using convenient sampling approaches, and 7 key informants were interviewed to probe further information received from hotel managers via questionnaires. The study used a combination of methodologies. The study shows that human resource management strategies have a favourable effect on hotel performance in terms of productivity, recruiting and training, retention, customer happiness, job descriptions, feedback, and performance evaluation. There are no variables in the management practices, indicating that they are insignificant and have no effect on performance. To ensure quality performance, hotels should improve their execution of strategic human resource management.

Keywords: Human Resources, Management, Performance, Practices, Training, Evaluation, Employees and Development

1.0 INTRODUCTION

Human resource management strategies include practices that guarantee employees' knowledge, skills, and capacities contribute to corporate results (Huselid et al., 1997). According to the theoretical literature, human resource management promotes productivity by improving employees' skills and motivation (Huselid, 1995). Employees are essential to hotels. Employees' market worth increasingly depends on intangible assets (Lawler, 2005). There are many areas in which human resource management is critical, and one of the most essential areas is newly hired employees because people make a significant difference by offering high-quality service. Human resource systems can contribute to long-term competitive advantage by facilitating the development of firm-specific competencies that result in complex social relationships rooted in a firm's history and culture.

Human resource management is one of the most crucial sections of any hotel workforce. Proper human resource management can differentiate between a well-run hotel and one that is not. The human resources

manager has almost complete control over the overall atmosphere and presence of the hotel. This emphasises the significance of human resource management in hotels. The workers hired in a hotel have a significant impact on the quality of service and the overall mood of the hotel. This means that it is critical to hire upbeat, devoted employees for each role. It is the human resources manager's responsibility to ensure that qualified personnel are hired to work in the hotel. **In many situations, hotel workers are merely there because they have nothing better to do.** Employee retention is another major issue in the hotel service industry. Because so many of the employees do not see hotel labour as a long-term career objective, many of them only work in hotels for a brief period. Other employees may be let go due to bad work ethics or other concerns.

However, there are several things a hotel's human resources management may need to do to reduce the desire and chance of staff leaving rapidly. Human resource management is critical in the hotel industry. Managers can provide substantial training and reward programs to encourage employees to stay at the hotel longer. Employees will stay considerably longer if there is a clear progression strategy for advancing to higher service levels. Another major challenge for the hotel sector is employee advancement and Promotion. In this area, the significance of human resource management for hotels is demonstrated. Hotels that offer opportunities for advancement or training for staff to improve in their careers and compete for key positions in the facility.

It is easy to implement services of this nature, and the expense is negligible compared to the expense and time necessary to constantly find new employees to replace the ones that always leave shortly after being hired. The impact of human resource management practices on organisational performance has been an essential area of research in the past two decades, showing a positive relationship between HR practices and organisational performance (Quresh et al., 2007).

It is simple to establish such services, and the cost is negligible compared to the cost and time required to constantly locate new personnel to replace those who depart shortly after being hired. The impact of human resource management practices on organisational performance has been a significant focus of research over the last two decades, with findings indicating a positive association between HR practices and organisational performance (Quresh et al., 2007). Their data reveal a considerable association between hotel financial success in Mexico and China. Chang et al. (2011) investigated hotel performance in hotel and restaurant firms through incremental and radical innovation. Their findings from 196 hotels and restaurants reveal that employing and educating multi-skilled core customer-contact staff has a significant and favourable impact on incremental and radical innovation. Researchers have utilised a variety of variables to assess organisational success. However, a dimension of opinions is observed regarding the reasons. It causes that lead to improved performance, whereas the effects of human resource management practices and their relationship to performance are not widely researched, particularly among Ghanaian hotels, including those in Ghana's Upper West Region. As a result, this study investigated hotel experiences with strategic human resource management methods and their impact on hotels in Ghana's Upper West Region.

2.0 LITERATURE REVIEW

2.1 Strategic Human Resource Management Practices

Organisations can improve performance by implementing strategic human resource management and worker administration techniques. According to SHRM experts, an organisation's representatives and their methods of conducting business have a significant impact on the organisation's success (Katou &

Budhwar, 2006). In line with current conceptual frameworks of the intuitive consequences of SHRM practices and aggressive techniques on firm performance, organisations 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 is typically the focus of strategic HRM practices (Armstrong, 2007). Based on a survey of the literature, businesses that use or adopt best practices in HRM do better than those that do not.

2.1.1 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 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 organisational performance.

2.1.2 Recruitment and Selection

According to Pfeffer (1994), a thorough, reliable, and complicated selection system is essential to recruiting and selection since it helps identify a qualified candidate with performance potential. A stringent hiring procedure encourages elitism, elevates performance expectations, and conveys that employees are essential 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 organisation'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 organisation to assign 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 educated on the intricate recruitment and selection processes used by the staff department of a larger organisation (Terpsra and Rozell, 1993).

2.1.3 Performance Appraisal System

Organisations can utilise appraisal tools to track the development of desired employee attitudes and behaviours (Sujová et al., 2014). This appraisal-based data could alter hiring and training methods to find and develop individuals who exhibit the required behaviours and attitudes. However, talented personnel's performance will be limited unless they are driven to do their jobs (Sujová et al., 2014). Analysing an employee's current and historical performance against their 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 enthusiastic and 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 concerning established organisational goals.

2.1.4 Compensation System

Businesses can affect employee motivation in several 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 organisation. 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 organisations invest a lot of time and money into putting together benefits packages that can be used to hire new employees and keep the ones they already have (Olagbemi, 2021). The research of Maina (2011) revealed that the vast majority of businesses rated as providing the best services include rules for adequate 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 variables that enhance organisational performance. It should be highlighted, nonetheless, that the study was restricted to strategic HRM practices (Maina, 2011).

2.1.5 Employee Participation

The foundation of HRM is the notion of treating employees as the company's most valuable asset (Verma, 2000). Therefore, it is evident 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).

2.1.6 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 select work entails the advancement of several interconnected procedures that, when combined, have an impact on the firm's execution through its employees in areas like efficiency, quality, and 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 organisation to accomplish its genuine potential.

2.1.7 Teamwork

For various 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 comprehensive set of people contributing unique 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 who 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 centred 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 improve a firm's competitive advantage.

2.1.8 Promotion

The model for rating employees through systematic performance appraisal aids in identifying the best-qualified applicant by considering both quantitative and qualitative aspects of the incumbent's performance (Kalyani & Chong 2018). Employees are promoted to certain professional tracks (Kalyani & Chong 2018). This is because today's employees design and manage their 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, only some 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 require firms to acquire and develop critical human resource competencies to achieve corporate objectives (Olli, 2018). In the literature on hotel HRM, these activities are often considered 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 critical actors in implementing the 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 depended on the SHRM plan (Lepak & Boswell, 2012).

2.2 THEORETICAL UNDERPINNINGS

2.2.1 Best-Practice Approach

To gain a competitive edge, an organisation must create a human resource management system that achieves both horizontal and vertical integration. Management of human resources is, therefore, the hotel industry's most essential 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 organisational and environmental context. According to Boxall and Purcell (2000), the universalistic perspective places a strong emphasis on "best practices," with the implication that organisations would prosper if they identify and use "best practices" in terms of personnel management. In other words, regardless of the firm, strategy, or environment, some human resource practices are always superior to others (Rose & Kumar, 2006), and all organisations should implement them (Delery & Doty, 1996). (Miles & Snow, 1984) From this angle, a company must imitate and put these global best practices into place to have efficient human resource processes. Numerous empirical findings support that human capital is the most valuable organisational resource and the essential factor in obtaining exceptional performance. As a result, a key source of long-term competitive advantage is provided by human capital for organisations (Huselid, 1995).

HR procedures must be 'external fit' or 'vertical fit,' according to Lee (2021). Resilient organisations 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 (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 (Bach, 2001). This means that start-up businesses prefer more relaxed HRM styles. Further elaborating, Boxall and Purcell (2000) noted that when organisations 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).

2.2.2 Contingency Approach

The most essential "best-fit" model, however, is one in which the organisation'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 organisation's establishment of a competitive leadership position, focus and coordinated strategies to help in organisational performance.

3.0 METHODOLOGY

3.1 Study Area

According to the Ghana Statistical Service's 2021 National Population and Housing Census, the Upper West Region has a total population of 901,502 persons (GSS, 2021 Census). The Upper West Region of Ghana is located northwest of the country, bordering the Upper East Region to the east, the Northern Region to the south, Côte d'Ivoire to the west, and Burkina Faso to the north. Wa is the Upper West's principal town and regional centre. The region encompasses 18,476 square kilometres or approximately 12.7% of Ghana's total land area. The location is located in the Guinea Savannah belt. Drought-resistant trees include shea, baobab, dawadawa, and neem. These trees provide wood for building houses and fuel for domestic use.

The Upper West Region's climate follows a trend of the five northern regions. There is only one rainy season, from April to September, with an annual precipitation of about 115 cm. Harmattan follows a lengthy dry season that begins cold and overcast in early November and lasts until early March, when it is ended by the advent of early rainfall in April. The average monthly temperature ranges from 21 to 32 degrees Celsius. Temperatures peak at 40 degrees Celsius in March, just before the rainy season begins, and plummet to 20 degrees Celsius in December, during harmattan, which is caused by the trade winds from the north. The Wa-Lawra plains, which are located west of the city of Wa and near Lawra, have a relatively flat surface. The land is generally between 275 and 300 meters high, except for the area east of Wa, where it climbs more than 300 meters above sea level. As one drives east, the ground lowers to about 150m above sea level.

The soil types in the area are diverse. They include groundwater laterites, tropical brown yeast, terrace soils encountered along river and stream sides, and Savannah ochrosols. Many grains, legumes, tubers, and cotton can thrive in this soil. Tobacco is one crop that is commonly produced on terrace soil types.

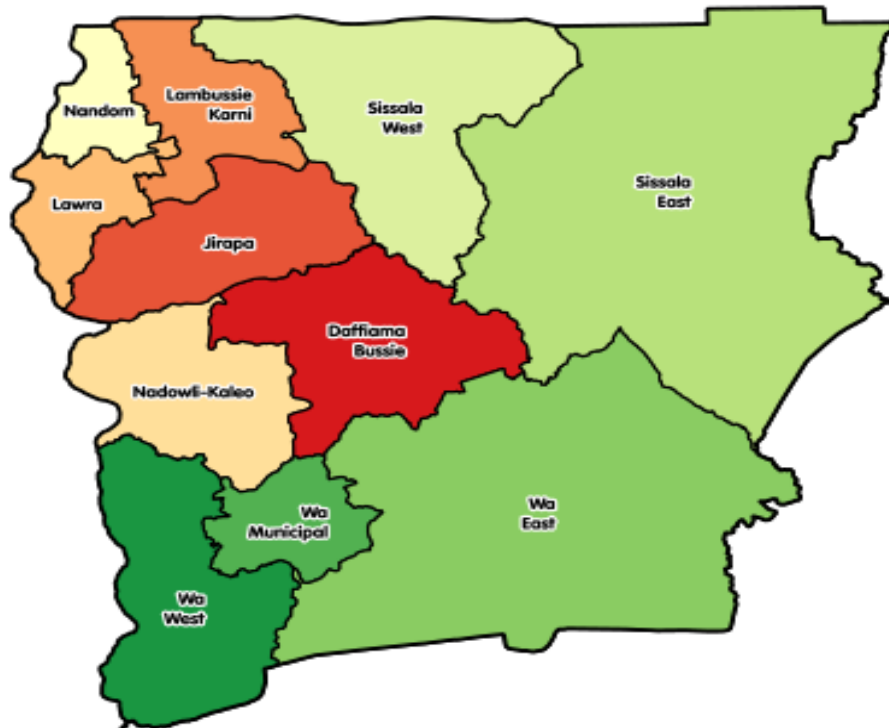


Fig. 1: Map of the Upper West Region

Source: Ghana Statistical Service (2021)

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 mobilisation. In Sissala, the chiefs are called Koro (e.g., Tumu Koro), while the other districts are called 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, the Dagaabas celebrate Dembenti, 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 1: Hotels and Guest House Distributions in the Upper West Region

S/N	MMDAS	Budget	standard	1-Star	2-Star	3&4-Star	Total
1	Wa Municipal	19	3	7	6		35
2	Jirapa Municipal	3				1	4
3	Sisaala East Municipal	5			1		6

4	Sisaala West District	2				2
5	Nandom Municipal	3	1			4
6	Lawra District	2				2
7	Nadowli/Kaleo District	3				3
8	Lambussie District	1				1
Total		38	3	8	7	1
						57

Source: GTA, UW/R (2022)

3.2 Research Design

In the middle to late 1980s, a mixed research technique 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, analysing, and combining both data to provide a better understanding of research problems than either approach alone. Along with investigating 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 critical designs in mixed method research (2016). In research, the pragmatic approach mixes qualitative and quantitative methodologies since it identifies blended methods as the most appropriate way (Akotia et al. 2016).

3.2.1 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, analysing 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 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).

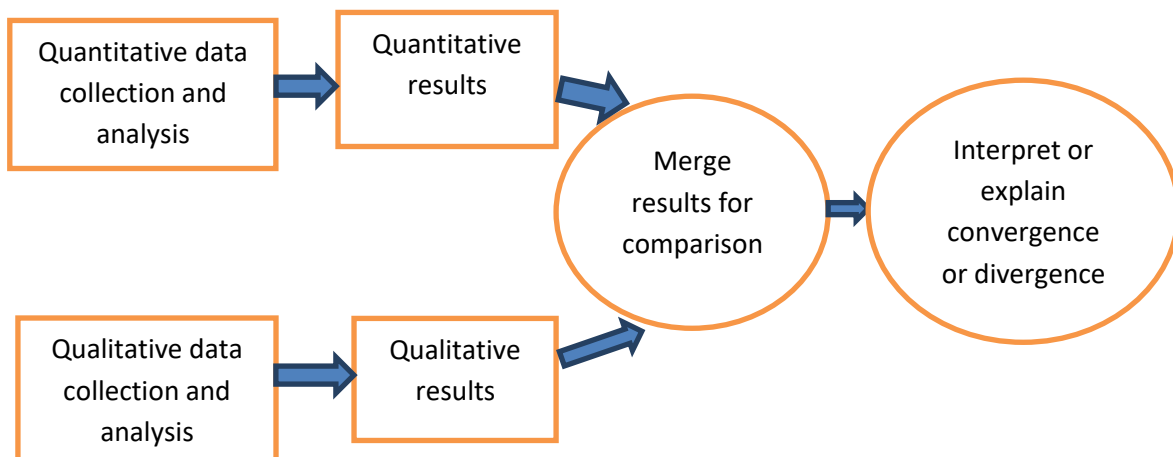


Fig. 2: Convergent Parallel Mixed Methods Diagram

Data was collected and analysed from two independent strands of quantitative and qualitative research. Non-probability sampled hotel managers in the Upper West will be requested to answer surveys for the quantitative strand. The qualitative strand assesses (key informant) senior staff members' opinions from the Upper West Region's hotel business. The study used side-by-side comparison to combine quantitative and qualitative data to converge or merge the data (Creswell, 2016). The quantitative statistical data and the qualitative findings 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).

2.3 Sampling and Sample Size Determination

The study had a sample frame of 57 respondents, constituting managers and manageresses in the upper west Region and institutions with stakes in the sector's management. The total number of managers and managers in the region's chosen hotels was fifty (50), and 7 institutions whose job descriptions relating to the hospitality sector were purposely selected for the study.

Table 2: Sample Size Distribution

S/N	MMDAS	Budget	standard	1-Star	2-Star	3&4-Star	Total
1	Wa Municipal	14	2	2	7		30
2	Jirapa Municipal	3				1	4
3	Sisaala East Municipal	5			1		6
4	Sisaala West District	2					2
5	Nandom Municipal	3		1			4
6	Lawra District	2					2
7	Nadowli/Kaleo District	3					3
8	Lambussie District	1					1
Total		33	2	6	8	1	50

Source: Field Survey (January, 2023)

2.4 Data Collection Tools, Source and Analysis

The study gathered information from both primary and secondary sources. The Interview guide was used as a data-collecting method to acquire primary data from the study's sample population. Simultaneously, the Key Informant Interview Guide was used to collect data from stakeholders carefully selected based on their knowledge of the subject under inquiry. The argument for utilising an interview schedule as an instrument has been its expanding importance compared to other instruments, such as questionnaires, which present numerous obstacles, including retrieval issues. The critical informant interview was utilised to acquire important information about strategic human resource management techniques and their effects on hotel performance. Secondary sources of information were obtained from documentary reviews, periodicals, books, journals, newspapers, thesis and dissertations, conference proceedings, reports, and the internet, among others. Information was also being sought from government and non-governmental groups. As part of the approach, ethical issues, data analysis, and presentations were prioritised.

4.0 RESULT

4.1 Socio-demographic Characteristics

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 74% of the total respondents, while 26% represents females. This clearly shows that, even though Ghana's female population is more significant than males, in terms of managerial roles in hotels of the Upper West Region, men are dominant.

In the age group category, 6 % belonged to the 20-29 age group, 54% belonged to 30-39, and 8% also found themselves aged 40-49. Again, 32% belonged to the age group above 50 and above. This shows that there is a considerable number of youth managing these businesses in the Upper West Region. Concerning education, 28% obtained High National Diploma (HND) as their highest qualification, while 36% obtained a first degree as their highest academic qualification. The data further revealed that 22% are master's degree holders, with 12% obtaining a PhD as their highest qualification. The most minor category of respondents (2%) have an SHS certificate and below as the highest academic qualification. The data suggest that managers have attained the highest educational qualification of hotel managers and the hotel facility grades of the Ghana Tourism Authority hotel grading in the Upper West Region.

Data regarding industry experiences, 36% indicated they had experience of 1-5 years in their field, while 64% of respondents have 6 years and above years of experience. Concerning respondents' positions held in the hotels, 68% are managers, representing 68 percent, while 22% are managers. The data also shows that 6% were Assistant managers, while 4% were founders of business establishments (hotels). Details are provided in Table 3.

Table 3: Bio- data of Respondents

Variables	Response	Facility Grade					Total	Percent
		Budget	Standard	1-STAR	2-STAR	3&4- STAR		
Sex Distribution of Respondents	Male	25	2	4	5	1	37	74
	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
Educational Qualification Respondents	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
Total		33	2	6	8	1	50	100

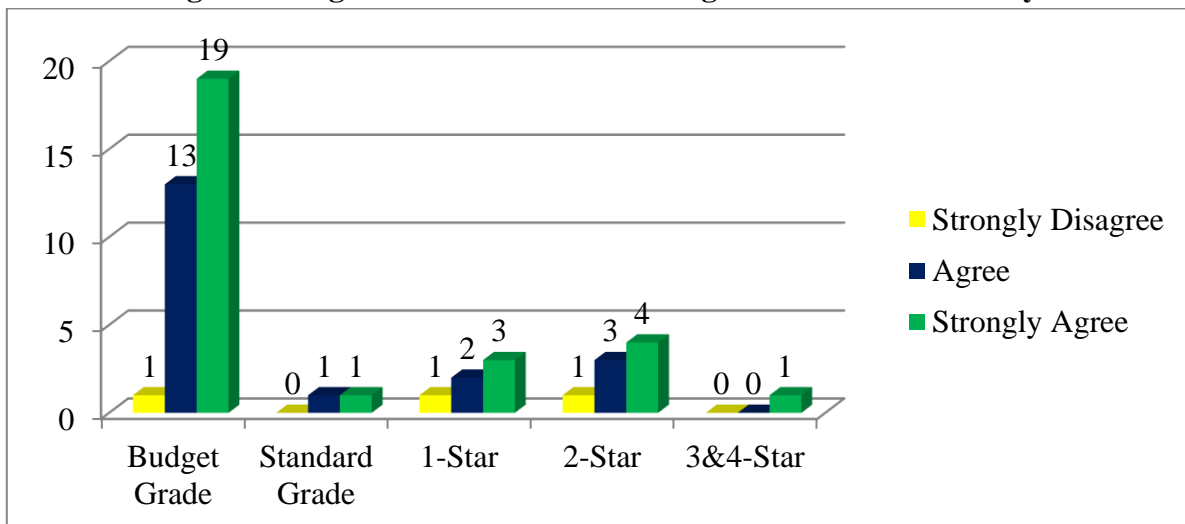
Source: Field Survey (January, 2022)

4.2 Strategic Human Resource Management Practices and Performance of Hotels

4.2.1 Strategic Human Resource Management Practice and Productivity

The data on the implementation of SHRM improved productivity of the hotel gauging from the management perspective revealed that 28 of the respondents made up 56%. Hotels place maximum interest in the fact that implementation of SHRM increases productivity in the various hotels. They strongly agreed in their response, while 19 of the respondents, making up 38%, were also of the view that implementation of SHRM improved productivity at their hotels. About 6 of the respondents, representing 6%, do not accept the implementation of SHRM improved productivity as a strategic human resource management to improve hotel performance. They strongly disagree. The data suggest that implementing SHRM improved productivity from the management response to a large extent and is regarded as a critical strategy to derive the best from employees and develop the hotel business in the Upper West Region. Details provided in Fig. 3

Fig 3: Strategic Human Resource Management and Productivity



Source: Field Survey (January, 2023)

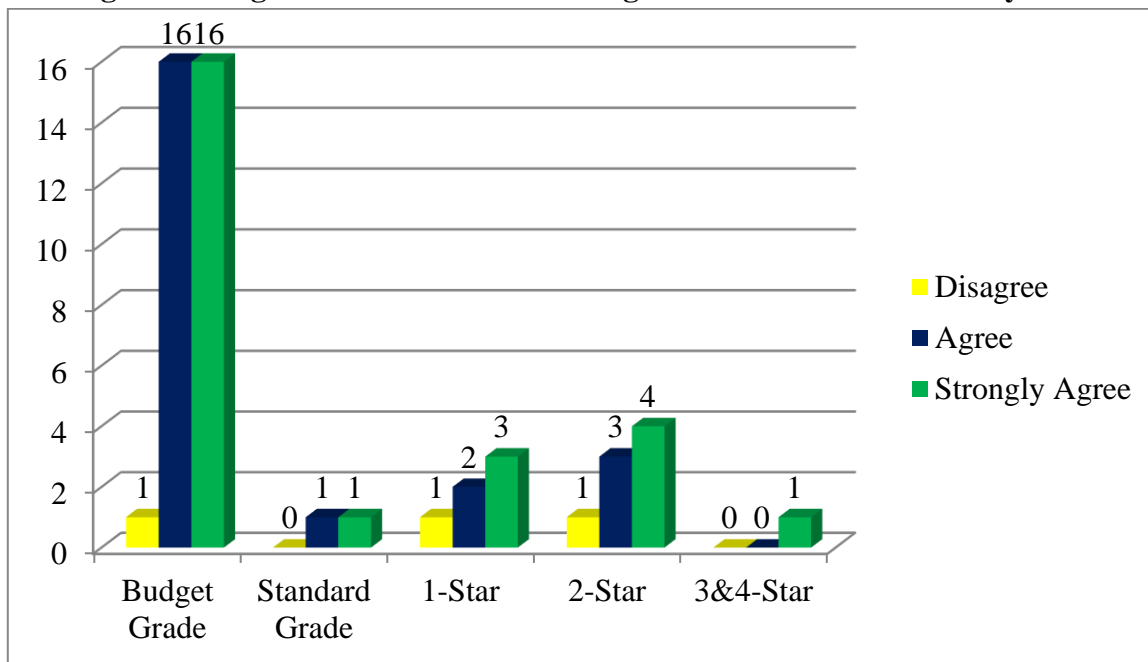
4.2.2 Strategic Human Resource Management and Retention of Key Staff

The data on SHRM ensure retention of core talented employees of the hotel gauging from management perspective revealed that 25 respondents make up 50%. Hotels place maximum interest in the fact that SHRM ensures the retention of core talented employees, as they strongly agree in offering their response. While 22 of the respondents making up 44% were also of the view that, SHRM ensure the retention of core talented employees at their hotels as they indicate agree. About 3 of the respondents, representing 6%, do not accept SHRM to ensure retaining core talented employees as a strategic human resource management to improve hotel performance, as they disagree. The data suggest SHRM ensure the retention of core talented employees from the management response to a large extent, which 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 are provided in Fig 4.

A key informant believed that for the hotel to develop, retention of key staff is essential. He offered this information as incorporation into Strategic Human Resource Management Practices.

Training and personal development of employees are essential for them to cope with emerging ways of doing things in the industry. Organisations should also know the personal development plan of their staff to enable them to align them there to get the best from them. Retaining staff with excellent qualities and potential in the industry keeps every big organisation ahead. Taking good care of your best employees can make them loyal to the company (key informant, Wa, 2022).

Fig. 4: Strategic Human Resource Management and Retention of Key Staff



Source: Field Survey (January, 2023)

4.2.3 Employee Recruitment Modalities and Hotel Performance

The data on the management perspective of criteria for recruitment revealed that about 24 of the respondents, making up 48%, place maximum interest in organisation criteria for the recruitment process in the various hotels. They indicated strong agreement in offering their response. At the same time, 15 of the respondents, making up 30%, were also of the view that criteria for recruitment at their hotels indicate

'agree'—four (4) of the respondents, representing 8%, were doubtful as they indicated they were not sure. Three (3) of the respondents, made up 6%, were not committed to the criteria for recruitment at their hotel as they indicated disagreement. There are those that strongly object to paying much attention to criteria for recruitment of employees as they strongly agree. Four respondents make up 8%. The data suggest there is a solid 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 are provided in Table 4.

Table 4: Employee Recruitment Modalities and Hotel Performance

Variables	Employees Recruited Base On Merit and Competences					Total
Response	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)

4.2.4 Customer Provision of Feedback and Hotel Productivity

The data on the impact of feedback about service and employees gauging from a management perspective revealed that 18 respondents made up 36%. They place maximum interest in the impact of feedback about service and employees in the various hotels, as they 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. About 4 of the respondents, representing 8%, do not agree with the impact of feedback about service and employees as a strategic objective for performance and the development of strategic human resource management to improve hotel 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 influences the performance and development of the hotel in the Upper West Region. Details are provided in Table 5.

A key informant had this to say on feedback;

It is used to improve service delivery and customer care; every organisation must have a feedback system or a way for customers to report their concerns and challenges 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 customer or guest satisfaction is the ultimate assurance that will guarantee they come back to purchase your product, and if they feel their concerns are not adhered to, they will not come back, and your business will suffer (Key Informant, 2022).

Table 5: 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)

4.2.5 Employee Evaluation and Performance of Hotels

The data on the evaluation of employees improve the performance of hotel gauging from management perspective revealed that 25 of the respondents making up 50%. More so, hotels place maximum interest in the fact that evaluation is done to make decisions on job rescheduling in the various hotels, as they 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 respondents, representing 20%, were doubtful, as they indicated that they were not sure. The data suggest evaluation to make decisions on job rescheduling as a strategic objective critical to the strategic human resource management and development of the hotel business in the Upper West Region. Details are provided in Table 6.

Data was also sought on employee evaluation among hotels; a key informant believed 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 performance. Those implementing SHRM achieve the best returns in the competitive industry (Key Informant, 2022).

Another informant added that;

Every employee in any organisation must be evaluated on the job they have taken up. This evaluation must lead or contribute to the improvement of the performance of that organisation. The hotel industry is not different; employees will always have it at the back of their minds that they are evaluated in any other thing they are engaged in at the workplace; hence, they will always put in their best, and in the end, the organisation's performance is improved (Key informant, 2022).

Table 6: Employee 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)

4.2.6 Strategic Human Resource Management and Achievement of Hotels Strategic Objective

The data on the training of employees aid the hotel in achieving its strategic objective of the hotel gauging from a management perspective revealed that 30 of the respondents make up 60%. Hotels place maximum interest in the fact that training of employees aids the hotel in achieving its strategic objective in the various hotels, as they strongly agree in offering their response. While 9 of the respondents, making up 18%, were also of the view that training employees aids the hotel in achieving its strategic objective at their hotels, as they agree. About 4 of the respondents, representing 8%, were doubtful as they indicated they were unsure. The other section of respondents was 7, representing 14% not training employees' aid. The hotel achieved its strategic objective and its core talents as a strategic human resource management to improve hotel performance, as they disagree. The data suggest that by training employees, the hotel achieved its strategic objective and core talents from the management response to a significant extent in developing the hotel business in the Upper West Region. Details are provided in table 7.

Table 7: Strategic Human Resource Management and Achievement of Hotels Strategic Objective

Variables	Adoption of Strategic Human Resource Management Aide in the Achievement of the Organization's 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)

4.2.7 Hotel Review of Previous Human Resource Management and Quality Practices

Data on hotel reviews 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. At the same time, 6 respondents also answered negatively to imply there is no practice of reviewing previous human resource-related issues. However, 8% were still deciding whether or not there is a review of previous human resource management practices. The data suggest hotel management prioritises reviewing 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. At the same time, 6 of the respondents, making up 12%, were undecided. About 4 of the respondents, representing 8%, disagree consistency is achieved by hotels reviewing previous human resource management practices as a strategic objective for performance and development of strategic human

resource management to improve hotel performance as they indicate no. The data suggest that the hotel review of previous human resource management practices is a critical strategic objective from the management responses to a large extent previous human resource management practices and for developing the hotel business in the Upper West Region. Details are provided in table 8.

Table 8: 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
	Response	Not	Undecided	
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)

4.2.8 Customer Expression of Satisfaction

The data on customer expression of satisfaction gauging from a management perspective revealed that about 31 respondents, making up 62%, place maximum interest in customer satisfaction. As they indicate, Strongly Agree in offering their response. At the same time, 17 of the respondents, making up 34%, were also of the view that customer expression of satisfaction is a significant issue as they agree. The lowest number of respondents was 2, representing 4% were doubtful, as they indicated not sure. The data suggest customer expression of satisfaction is important for continued patronage of hotel services in the Upper West Region. Details are provided in Table 9.

Table 9: Customer Expression of Satisfaction

Variables	Customer expression of satisfaction			Total
	Response	Not Sure	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

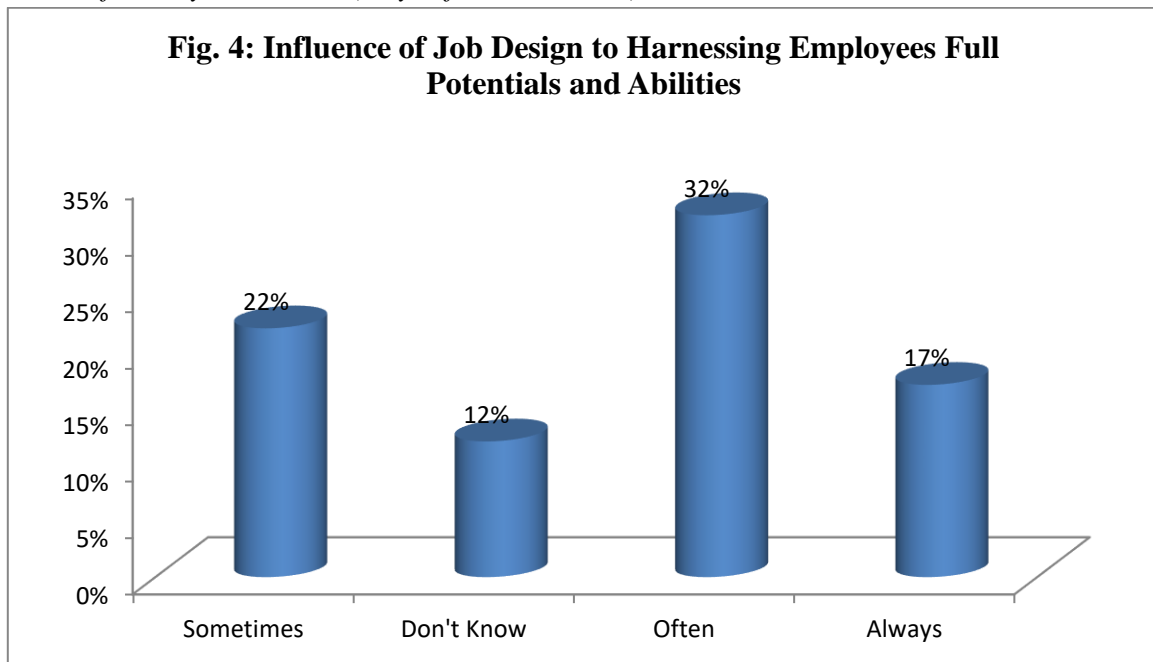
Source: Field Survey (January, 2023)

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

The data on jobs designed to use employee potentials and abilities gauging from a management perspective revealed that 17 respondents make up 34%. Hotels place maximum interest in the fact that jobs are

designed to use employee potentials and abilities in the various hotels, as they always indicate in their response. While 16 of the respondents, 32%, were also of the view that jobs are designed to use employee potential and abilities at their hotels, as they often indicate. About 6 respondents, representing 12%, were doubtful as they indicated they didn't know. The other section of respondent 11 does not agree jobs are designed to make use of employee potentials and abilities as a strategic objective for performance and development of strategic human resource management to improve hotel performance, as they sometimes indicate. The data suggest jobs are designed to use employee potential and abilities as a strategic objective and for developing the hotel business in the Upper West Region—details provided in Fig. 4.

The critical informant had this to say on Job description influence performance output;
An excellent job of matching the experiences of your employees to their strong potential and abilities can make them do exceptionally well for the organisation. A good job design can give your business a greater advantage over your competitors by attracting the top talents into your organisation. Putting the right people in the right place lets you know they will deliver good work. Apart from being good, the person must work comfortably in the role (Key Informant, 2022).



Source: Field Survey (January, 2023)

4.2.10 Measure of Mean and Standard Deviation on the Effects of SHRM on Hotel Performance

Statistical analysis on the significance of means and standard deviation regarding the effects of strategic human resource management on hotel performance in the Upper West Region revealed a positive mean ranging from 3.78 to 4.58 with a standard deviation between 0.575 and 1.245. The statement "Customer Expression of Satisfaction" had the highest mean (4.58), followed by two of the statements, namely "Implementation of Strategic Human Resource Management Improve Your Hotel Performance" and "Strategic Human Resource Management Ensures Retention of Core Talented Employees" (4.38);. In contrast, "Jobs designs leads to the harnessing of employees' full potentials and Abilities" had the lowest mean (3.78). The data shows no significant difference as mean and standard deviation values are greater than zero.

Table 10: Effects of Strategic Human Resource Management on the performance of hotels

SN	Variables	Std Mean 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	Feedback 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 Helps the Organization Achieved Its Strategic Objective	4.24	1.098
7	Customer expression of satisfaction	4	0.575
8	Influence of job design to harness the full potential of employees	3.78	1.148

Source: Field Survey (January, 2023)

4.3 DISCUSSIONS

4.3.1 Strategic Human Resource Management Practices and Performance of Hotels

The data suggest that implementing SHRM increases productivity from the management response to a large extent and is regarded as a critical strategy to derive the best from employees and develop the hotel business in the Upper West Region. The data on the implementation of SHRM improved productivity of the hotel gauging from the management perspective revealed that 28 of the respondents made up 56%. Hotels place maximum interest in implementing SHRM to increase productivity in the various hotels. They strongly agreed in their response, while 19 of the respondents, making up 38%, were also of the view that implementation of SHRM improved productivity at their hotels. In total, about 96% of respondents affirm that implementing SHRM improved hotel productivity in the region. The findings align with Taggar et al. (2008), who highlighted recruitment and selection, training and development, performance appraisal, rewards and compensations and career development as SHRM dimensions contributing to organisational 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 organisation, which 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 believe that several experts and practitioners have underscored the contribution of SHRM to personnel management as it 118 provides a long-term competitive advantage. The findings also align with Ziyae (2016), who believes there is a strong link between SHRM and corporate entrepreneurship. The findings further align with the assertion that SHRM practices, a hotel's potential to enhance sales, profitability, and the market percentage or market penetration index are 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 organisational development.

The data suggest SHRM ensure the retention of core talented employees from the management response to a large extent, which 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. Also, 94% of respondents indicated that SHRM leads to retaining talented employees. The data on SHRM ensure retention of core talented employees of the hotel gauging from management perspective revealed that 25 respondents make up 50%. The hotel places maximum interest in the fact that SHRM ensures the retention of core talented employees, as they strongly agree in offering their response. At the same time, 44% of respondents were also of the view that SHRM ensures the retention of core talented employees at their hotels. The results support Afsal et al.'s (2013) work, which gave an overview of the value of strategic human resource management to organisational performance and suggested that human resource planning is one of the HR competitive strategies that boost organisational productivity. The results support the work of Afsal et al. (2013), who emphasised that businesses should always look for individuals with the ideal combination of knowledge and abilities. The results further support the claim made by Datta et al. (2003) that HRM techniques like employee trust, organisational commitment, job satisfaction, labour absenteeism, and service quality help to improve organisational performance, including turnover rate.

According to Mutua et al. (2012), when an organisation loses employees, its ability to compete in 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 organisational goals, which increases the productivity of any firm. The findings align with the organisation's vision, mission, goals, and objectives and must be aligned 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 a solid 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 Region. The data on the management perspective of criteria for recruitment revealed that about 24 of the respondents, making up 48%, place maximum interest in organisation criteria for the recruitment process in the various hotels. As they strongly agree in their response, 15 of the respondents, making up 30%, were also of the view that the 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), who believed that a thorough, valid, and complex selection system aids in identifying a suitable applicant with performance potential, which is critical 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 organisation (Pfeffer, 1994). The findings prove that (Terpsra and Rozell, 1993) were right when they said selection and recruitment have a link to improved business performance. It further proves him right when he said Performance levels might need to be improved by a mismatch between the person and the job.

In contrast, an intelligent selection procedure can ensure a better fit between the person's abilities and the organisation's requirements. The finding also affirms Abbas and Hussien's (2021) study, which 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 influences 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 a management perspective revealed that 18 respondents made up 36%. They place maximum interest in the impact of feedback about service and employees in the various hotels, as they strongly agree in offering their response. At the same time, 28 of the respondents, making up 56%, were also concerned about the impact of feedback about service and employees at their hotels. The result is consistent with (Gjerald and Furunes, 2020) argument that adaptability to contingencies requires flexible abilities and behaviours and that organisational performance is improved by flexibility in adjusting hospitality services to customer expectations. The results support the following claim: Innovative work behaviour is defined as employees' development, processing, and application of novel ideas regarding goods, processes, procedures, technologies, or combinations to enhance organisational 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 regarding service quality in the hospitality sector. Customers must receive satisfactory services to increase their loyalty and the hotel's reputation (Bani-Melhem et al., 2018). The findings align with the observation that employees in the hospitality sector are encouraged to engage in innovative services (Karatepe et al., 2020).

The data suggest evaluation to make decisions on job rescheduling as a strategic objective critical to the strategic human resource management and development of the hotel business in the Upper West Region. The data on the evaluation of employees improve the performance of hotel gauging from management perspective revealed that 25 of the respondents making up 50%. The hotel places maximum interest in the fact that evaluation is done to make decisions on job rescheduling in the various hotels, as they 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 essential 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 organisational performance is the ongoing growth of staff skills and knowledge. The finding also confirms the work of (2019) when he revealed that SHRM's primary obligations are to ensure that suitable employees have the necessary abilities and experiences to accomplish tasks and responsibilities effectively. The data suggest that by training employees, the hotel achieved its strategic objective from the management response to a large extent, the hotel business in the Upper West Region.

The data on the training of employees aid the hotel in achieving its strategic objective of hotel gauging from the management perspective revealed that 30 of the respondents make up 60%. The hotel places maximum interest in the fact that training of employees aids the hotel in achieving its strategic objective in the various hotels, as they strongly agree in offering their response. Nine of the respondents, all making up 18%, were also of the view that training employees aids the hotel in achieving its strategic objective, as they 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 organisational performance and suggested that human resource planning is one of the HR competitive strategies that boost organisational productivity. The finding further aligns with Afsal et al. (2013), who emphasise that businesses should always look for individuals with the ideal combination of knowledge and abilities. The results support Aswathappa's (2013) conclusion that staff training investments have a beneficial impact on organisational

performance. The measure operationalises 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 considerably favourable impact on SME performance (Wuen et al., 2020). The findings also bring to significance the study of Muhammed and Abdullah et al. (2016), 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 organisation to accomplish its genuine potential. The data suggest customer expression of satisfaction is important for continued patronage of hotel services in the Upper West Region.

The data on customer expression of satisfaction gauging from a management perspective revealed that about 31 respondents, making up 62%, place maximum interest in customer satisfaction. They indicate Strongly Agree in offering their response. At the same time, 17 of the respondents, making up 34%, were also of the view that customer expression of satisfaction is a significant issue, as they agree. The findings of Datta et al. (2003) argue that HRM strategies such as employee trust, organisational commitment, job happiness, labour absenteeism, and service quality enhance organisational performance, including turnover rate. The findings also confirm that (Zhang and Mao, 2012), because of the intense competition among hotels, most hotel managers have recognised 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 recognised as necessary in defining the core characteristics of a hotel's image by studies on image formation.

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

5.0 CONCLUSION AND RECOMMENDATION

The study concludes that there is a positive effect of human resource management practices on hotel performance in terms of productivity, recruitment and training, retention, customer satisfaction, job descriptions, feedback and performance evaluation. There are no variables in the management practices, which indicates insignificant with no effects on performance. It is therefore recommended for hotels to enhance the implementation of strategic human resource management to guarantee quality performance.

Authors Contribution Haq Mohammed Issah and Ibrahim Kaleem conceived and designed the study, collected field data, analysed the results, and wrote the manuscript. Tahiru Lukman contributed to the manuscript text and supported data analysis, as well as proofread the manuscript as well.

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Conflict of interest

The researchers state that there is no conflict of interest

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