

Human Resource Management practices on the Performance of Employees in a selected Hospitality Sector in Abuja

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Abstract

In a vibrant situation, existence and prosperity are grounded on excellence distribution procedure, which is principally reliant on the skills and competences of the individuals within organizations. The skills and aptitudes of the workers in any organizations could be enriched through appropriate practice of human resource management. The objective of this study was to evaluate human resource management practices on the performance of employees in selected hospitality sector in Abuja. Data were collected using adapted instrument (questionnaire) on past research related to human resource management practices on the performance of employee in organizations. Furthermore, sample size for this study was 57 employees with the population of 245. Hypotheses formulated in null form were tested using multiple regression analysis for the analysis of data for this study. The tested hypotheses for training showed positive significant effect of training on the performance of employees in the hospitality sector in Abuja. Tested hypothesis for performance evaluation also revealed a positive significant effect of performance evaluation on the performance of employees in the hospitality sector in Abuja. This study would help the owners of hospitality sector in Abuja to identify grey areas which they could improve on, particularly the training needs of their employees, in order to increase their productivity. This study concluded that if owners of hospitality sector in Abuja would make effective use of the human resource management practices, it would be able to achieve the overall objectives of the organization in getting the best output from the employees. This can improve the efficiencies of staff in discharging their duties and responsibilities. The study recommends that the owners of hospitality sector in Abuja should give priority to training of their employees to enhance staff efficiency for attainment of organizational set objectives at minimal costs.

Keywords: Human Resource Management practices, Performance evaluation, Hospitality.

Introduction

In a highly dynamic environment, survival and prosperity are based on quality delivery process, which is largely dependent on the skills and capabilities of the people within a given organization. The skills and capabilities of the employee in any organization could be enhanced through a proper process of human resource management. Globalization has posed a lot of challenge to all facets of businesses world-wide. Organizations face increasing obstacles, as a result, continually shifting customer preferences (Ovbieko, et al., 2021). Owing to the need for organizations to remain competitive and financially sound in a market that is firm and progressive, importance should be placed on human capital management (Ovbieko, et al., 2023).

Human resource management is the process of acquiring, training, evaluating and rewarding employees and maintaining working relations, health, safety and fairness (Dessler, 2009). Much of the world's wealth is found in the form of human capital development. Therefore, human resource management plays a key role in the process of increasing the performance of employee of organizations (Ovbieko, et al., 2023). Thus, the management of human resources, which are the most important asset for any organization and the source of achieving a competitive advantage, becomes indispensable. Human resource management (HRM) is very demanding compared to technology or capital management. HRM activities include planning, staffing, training and development, performance evaluation, management, compensation, safety, health and employee relations. HRM practices can improve organizational performance by contributing to employee and customer satisfaction, innovation, productivity and the development of good reputation among the firm and the organization's community (Delaney et al., 1996; Noe et al., 2017).

Performance has become one of the important indicators in measuring organizational development in many studies (Wall et al., 2014). Although performance is often determined by financial data, it can also be measured by a combination of expected behavior and task-related aspects (Motowidlo, 2013: 1). In fact, performance that is based on an absolute value or a relative judgment may reflect the overall performance of the organization. Schmitt and Chan in Motowidlo (2013: 18) categorized employee work performance into "want to do" and "can do". The first refers to the knowledge, skills, abilities and other characteristics of individuals (KSAO) required to perform a particular job, and the second refers to the level of motivation that individuals may have in performing their job. The overall objective of this paper is to review the effect of human resource management practices on the performance of employees in the hospitality sector in Abuja.

Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Training can be on the job or off the job depending on the need in question. Appropriate training is required for various needs such as to solve pertinent problems, to boost performance, and also for continuous development of human resource. Performance evaluation is a systematic formalized and organized process of assessing or appraising individual employee's job related strengths and weaknesses. It is a process of reviewing, assessing and discussing past performance and future potential of personnel, to identify personal training and development needs and work objectives attainment, and help to get the right personnel in the right jobs (Armstrong, 2011).

Against this backdrop, it became pertinent to investigate human resource management practices on the performance of employees in hospitality sector in Abuja. Other objectives of the study were to examine the extent to which training affect the performance of employees in a selected hospitality sector in Abuja as well as to determine the extent to which performance evaluation affect the performance of employees in a selected hospitality sector in Abuja. Therefore, the following research hypotheses in null form were developed for this study. H₀₁: Training has no significant effect on the performance of employees in a selected hospitality sector in Abuja. The second hypothesis for this study was H₀₂: Performance evaluation has no significant effect on the performance of employees in a selected hospitality sector Abuja. The study has the potential of improving various HRM practices such as performance evaluation, and training in the hospitality sector in Abuja. The paper reviewed human resource management practices on the performance of employees in a selected hospitality sector in Abuja.

While there are considerable researches on human resource management practices within the context of hospitality sector in Nigeria, there are no adequate studies on human resource

management practices in the context of performance evaluation and training in the selected hospitality sector within Abuja, Nigeria which had used multiple regression as an instrument of analysis. This is the gap for this study.

Literature review

Concept of Human Resource Management

Bratton and Gold (2007: 14) see human resource management as a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programs and practices (Bratton & Gold, 2007, in Senyucel, 2009). However, human resource management includes management practices focused on people, employees who are considered assets, and create and maintain a skilled and engaged workforce that must be used to gain competitive advantage (Senyucel., 2019).

Human Resource Management was developed as a United States' management concept which lays emphasis on the individual worker and the need to treat people as assets rather than cost (Wilkinson 2000; Beaumont, 2012). Though it was widely accepted as the new management practice, the concept remains undefined as it is applied in different ways. Guest (1987) identifies three main approaches to HRM. Firstly, HRM as a new title for personnel management, pointing that organizations rename their personnel department without necessarily changing practices. Secondly, HRM as a way of re-conceptualizing and reorganizing personnel roles and describing the work of Personnel Department, and thirdly HRM as a totally new approach for management with a distinctiveness which lies in the integration of human resource into strategic management and the emphasis on full and positive utilization of these resources.

Similarly, HRM is viewed as a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work. Within this model, collective industrial relations have at best only a minor role (Guest 1999). Guest's (2001) definition brings out the individualistic and unitary nature of HRM. Human Resource Management is the process of getting, training, assessing, and compensating employees, and maintaining labor relations, health and safety, and fairness concerns (Dessler et al., 2009: 13). In a related fashion, Mondy et al. (2015) opined that Human Resource Management is the utilization of individuals to achieve organizational objectives. Similarly, Noe et al. (2017) argued that Human Resource Management refers to the policies, practices, and systems that influence employees' behavior, attitudes and performance. So, it could be said here that HRM is such a process that focuses on getting the best output from employees by focusing on the policies, practices, and systems that influence employee's performance.

Armstrong (2011) gave an all-inclusive sum up of the various views of HRM as a strategic and coherent approach to the management of an organization's most valued assets: the people working there who individually and collectively contribute to the achievement of its objective. Apart from the unitary view of HRM expressed in the previous paragraph, another central feature of HRM is the decentralization of responsibility to Line Managers. The general view is that Line Managers are essential for the effectiveness of HRM practices, regardless of the type of or version of the concept in question. Lowe (2002) reaffirmed this point, adding that line management plays a more significant function in the implementation and drive of HRM. Thus, the function of Line Managers does not only focus on purely technical responsibilities, but also plays a role in enhancing the human aspect of HRM (Poole et al., 2007).

Training

It is sometimes difficult to determine who to train, what training is needed and where to do the training. The determination of training needs shall be the joint responsibility of the human resource department and the Line Managers working in collaboration with their personnel. Some organizations often adopt the apparently simple, sometimes costly approach, of using the packages of other firms. A package programme should not be imposed on an organization without adoptions to fit the organization peculiarities. Thus, Nmadu (1999) identifies three-pole approach in assessing and designing the training needs of an organization: (1) Organizational analysis; (2) Operational analysis and (3) Individual analysis.

Organizational Analysis: Training needs must be analyzed against the background of the long-term organizational goals and objectives. Both internal and external environmental factors must be analyzed in relation to the overall strategic mission and goals of the enterprise, to determine how the training will produce change in the personnel behaviour that will effectively and efficiently contribute more to the attainment of the organizational goals and objectives Armstrong (2011)

Operational Analysis: Operational analysis requires a careful assessment of the specific job (s) to be done after the training. This entails assessment of the standard of performance, systematic collection of information on exactly how job tasks are performed and performance appraisal Armstrong (2011)

Individual Analysis: This entails performance evaluation of individual personnel to determine his training needs based on the variance between desired performance and actual performance. Often the management of an organization, after considering that the productivity of individuals is lower than it should be, decide that the solution is a training programme. This may or may not be the case. Productivity is influenced by at least four major factors: (1) Ability, absence of which calls for training and development; (2) Willingness, absence of which calls for motivation in order to arouse emotional involvement and commitment to the job; (3) Situation, absence of which calls for creating conducive atmosphere and climate that would enhance the opportunities to perform as expected; and (4) Tools, absence of which calls for the proper and adequate provision of the appropriate equipment to carry out the job tasks (Armstrong, 2011:3).

Performance Evaluation

Numerous appellations have been cast-off for performance evaluation such as performance review, personnel review, employee appraisal, service rating, performance appraisal, or efficiency report, all of which are designed at analytically organizing, formalizing, measuring and appraising individual employee's job associated strengths and weaknesses (Banjoko, 2002). Employees' evaluation encompasses the determination of performance capability, strengths and failures (weaknesses) of the employees on their jobs. Evaluation results are used to define promotion, compensation plan, training and counselling needs. (Owoyemi et al., 2013). Performance evaluation supports health sector in checking health workers performance, detecting training needs and ascertaining hidden aptitudes to developing the health workers capability to attend to patients concerns (Choudhary et al., 2014). To augment employee development, employees need to be conscious of their level of performance, given endless performance feedback. This would go a long way to lessen vagueness, anxiety, low productivity and in many cases the loss of a loyal and productive employee (Choudhary et al., 2014). To accomplish satisfactory performance of health sector system in Nigeria, the National Health Policy specified watching and appraisal of health workers performance as a central activity to be conducted (FMOH, 2004).

Moshin et al. (2013) saw performance evaluation as a planned and official interaction between a lower employee and boss that usually takes the form of a periodic interview, in which the

work performance of the subordinate was studied and discussed. This is done with a view of ascertaining weaknesses and strengths, opportunities for upgrading and skills development. Similarly, information attained through performance evaluation offers bases for recruiting and selecting new hires, training and development of prevailing staff and maintaining a quality of work force by sufficiently and appropriately gratifying their performance (Choudhary et al., 2014). It also aids in performance feedback, justification of selection process, promotions and transfers, layoff decisions, compensation decisions, human resource planning, career development and development of interpersonal relationships (Aggarwal et al. 2013).

Performance evaluation rises employees' assurance and satisfaction, since they are given chance to discuss about their work performance (Tan et al., 2011). One of the performance management processes that could be of huge support is an effective performance evaluation, because it involves different measurements throughout the organization (Danis, 2010). Adebayo and Campbell (2007) submit that performance evaluation is a formal system of gauging and inducing an employee's job correlated traits, behaviors and consequences. It defines how productive an employee is and how the productivity of the employee could be enhanced. Evaluation includes the steps of observing and evaluating the level of employees' performance and preferably providing them with feedback (Vandijk et al., 2015). Performance evaluation is imperative to deliver information about work performance, afford basis for reward, promotions, transfers, layoffs, identify high potential employees, training and development opportunities, develop ways to overwhelm obstacles and establish supervisor – employee treaty and expectation (Adebayo et al., 2007).

Pre-requisite for a proper evaluation program in Organizations

Human resource evaluation program has to be well articulated and conceptualized for it to achieve the desired objectives. Owoyemi et al. (2013) observed that conducting a proper performance evaluation exercise requires the followings: (1) Clear-cut and adequate job description by providing an accurate and concise statement of what an employee is expected to do on his job, based on which he is to be evaluated; (2) Training of the appraisal officer to understand and appreciate the interpretation of the evaluating criteria, errors to watch out in the appraisal, how to handle the appraisal interview or session and the uses for which the evaluation reports are put, among others; (3) Comparing actual performance with the set standard of performance and determining if there is any variance whether positive or otherwise; (4) Communicating the results and observations to the top management who should be involved and committed to the evaluation exercise; and (5) Informing employee-appraised the outcome of the evaluation to enable him know his Strengths and weaknesses based on objectivity in retrospective.

Performance evaluation can only be effectively used as a guideline in human resource management if the above pitfalls are avoided. The reliability of performance evaluation is a reflection of the extent to which the evaluation reports reflect or tally with personnel records of performance. Organizations should ensure proper measures of checks and balances to minimize the bias and errors in the evaluation programme. (Aggarwal et al., 2013).

Theory of Human Resource Management

Many theories have emerged to explain the concept of human resource management. Some of which are: strategic theory, descriptive theory and normative theory. The underpinning theory for this study is strategic theory which deals with the relationship between a number of possible external contingencies and human resource management practices (Guest, 1997). The primary goal of this theory is the impact of environmental influences on human resource management practices. This theory further states that if integrated HRM practices are used to achieve high

performance goals, the result will be excellence. This will have a positive impact on organizational performance (Guest, 1997).

Materials and Methods

The study adopted survey research design which belongs to the generic family research design type called survey design. Also, cross-sectional research design was used in this study. The population of the study comprised of eight hotels with 245 employees of the hotels in Abuja. The sampling technique used for this study was non-probability sampling technique, specifically judgmental sampling technique. This involved handpicking specific individuals who were deemed most suitable for the study based on our judgment. The use of judgmental sampling method became imperative because of its convenience, particularly given that not all respondents were accessible or willing to provide the required information at the time, often due to other commitments. The sample size for the study was 57. The multiple regression method and the statistical package for social sciences (SPSS) was used to analyze the data for this study. This study utilized primary data collected basically through structured questionnaire which was administered to the employees of eight private hospitality firms in Abuja, Nigeria. The sample size of this study was drawn using Yamane (1973) sample size determination formula. This was shown as follows:

$$s = \frac{N}{3 + N(ME)^2}$$

Where:

- s = desired sample size
- N = survey population
- ME = margin of error allowable.

Given the survey population (N) as 245, and making an allowance for error of 5 per cent, the sample size is determined as 57:

$$s = \frac{N}{3 + N(ME)^2} = \frac{245}{3 + 618(0.0025)} = \frac{245}{4.3175} = 57$$

Result and Discussion

Reliability

The reliability of the instrument was done through Cronbach’s alpha (1951). Sekaran (2001) suggested that reliability of an instrument should not be less than 0.6 for the instrument to be deemed reliable. Consequently, all the statements under each variable was subjected to this test and was proven to be above 0.6 before it was considered.

The Table 1 revealed that all the variables have Alpha values above the 0.6 mark recommended by Sekaran (2001). Therefore, all the variables in the instrument (training and performance evaluation) used in the study were deemed reliable. Thus, training had reliability of 0.78 and performance evaluation was 0.88, indicating good reliability of the instruments used for this study. Therefore, the internal consistency applying cronbach’s alpha for this study had been established.

Table 1: Reliability of Variables

Variables	Cronbach’s Alpha
Training	0.78

Performance evaluation	0.88
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Source: Researcher’s Computation, 2025

In Table 2, discussed the coefficient of determination of this study. The r square reflected the variance explained by employees’ performance by human resource management practices dimension (training). In other words, it is the effect of training on the performance of employees in hospitality sector in Abuja. The adjusted r^2 of this study was represented by .940 (94%) while the r^2 was represented by .967 (0.96%). This indicated that training variation was up to 96 and the remaining 4% was not captured in this study. While the standard error of the estimate for the training variable for this study was 0.23695.

Table 2: Model Summary for the Coefficient of Determination (R^2) for the variable of training for this study

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.967	.940	.23695

Predictors: (Constant), Training

The ANOVA model in Table 3 indicated that F-value was 1806.600 and the mean square for regression was 96.256 and residual was 0.58 respectively for this study. The degree of freedom for regression was given as 1 and that of residual was given as 127 with the total of 128 for this study. While the sum square for this study shown that regression has a value of 96.256 and residual has 7. 312 with a total of 103.568 for this study.

The hypothesis one for this study which stated that training has no significant effect on the performance of employees in a selected hospitality sector in Abuja was rejected as the p-value of 0.001 was less than 5% level of significant. Thus, the result indicated positive significant effect. As showed in in table 3, the dimension of training had the capacity to improve the performance of employees in a selected hospitality sector in Abuja.

Table 3: The ANOVA^a Model for Training Dimension for this Study

Model	Sum of Squares	Df	Means Square	F	Sig.
1 Regression	96.256	1	96.256	1806.600	.001 ^a
Residual	7.312	127	0.58		
Total	103.568	128			

Predictor: (Constant), Training

Table 4 highlighted the coefficient of determination of this study. The r square reflected the variance described by employees’ performance by human resource management practices dimension (performance evaluation). This means that, it is the effect of performance evaluation on the performance of employees in a selected hospitality sector in Abuja. The adjusted r^2 of this study was represented by .086 (80%) while the r^2 was represented by .087 (0.80%). This specified that performance evaluation accounted up to 80% and the residual 20% was not in

the model of this study. The standard error of the estimate for the model for this study was represented by .40221 for this study.

Table 4: Model Summary for the Coefficient of Determination (R²) for the variable of performance evaluation for this study

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.087	.086	.40221

Predictors: (Constant), performance evaluation

The ANOVA model in Table 5 indicated that F-value was 533.823 and the mean square for regression was 85.862 and residual was .164 respectively for this study. The degree of freedom for regression was given as 1 and that of residual was given as 123 with the total of 124 for this study. While the sum square for this study shown that regression had a value of 78.826 and residual had 23.648 with the total of 102.474 for this study.

Table 5: ANOVA^b Model for Performance Evaluation Dimension for this Study

Model	Sum of Squares	Df	Means Square	F	Sig.
1 Regression	78.826	1	85.862	533.823	.003 ^a
Residual	23.648	123	.164		
Total	102.474	124			

a. **Predictors:** (Constant), Performance Evaluation

The hypothesis two which stated that performance evaluation has no effect on the performance of employees in a selected hospitality sector in Abuja was rejected as the p-value shown 0.003 which was less than 5% level of significant, indicating positive significant effect. Meaning that the performance evaluation dimension had the capacity to influence the performance of employees in a selected hospitality sector in Abuja.

It is apparent from the results of this study that, human resource management practices viz training, had positive significant effect on the performance of employee in a selected hospitality sector in Abuja. This means that the employee of a selected hospitality sector in Abuja had good training mechanism through human resource management practices in the sector as indicated in table 3. Also, the second result in table 5 specified that, performance evaluation of employees in a selected hospitality sector in Abuja had positive significant effect on the employees' performance. Both dimensions were capable of impacting positively on the employees' performance in a selected hospitality sector in Abuja.

Conclusion

The research model for the variable of training for this study indicated that training variation was up to 96 and the remaining 4% was not captured in this study. The model for the performance evaluation accounted up to 80% and the residual 20% was not in the model of this study. The first finding of this study discovered that, training of employees in a selected hospitality sector in Abuja had positive effect on the employees' performance. Also, the second finding of this study showed that performance evaluation of employees in a selected hospitality sector in Abuja had positive effect on the employees' performance. Thus, the study concludes

that, the human resource management practices in a selected hospitality sector in Abuja had achieved its overall objectives through effective use of its human resource management practices in the sector. Additionally, the study further concluded that performance evaluation and training could motivate the employees to put in their best to realize the objectives of the selected hospitality sector.

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Conflict of Interest

Authors declare that there is no conflict of interest.

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