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Title of Thesis: The impact of human resources management practices on employees' productivity in the hotel industry.

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ABSTRACT

This research considers the outputs comes from both customers and employees (e.g. quality of service, employee service attitude) in the Employee productivity (EP) model to see its real relationship with Human Resources Management Practices (HRMPs) in the Egyptian hotels in general and the five-star hotels based in Cairo in particular. This study aims to propose a working definition of EP in hotels and to develop a conceptual model using the Delphi technique to help hotel managers to better manage EP in the light of HRMPs.

A pragmatic approach has been adopted using multiple case study strategy through combining qualitative and quantitative methods for data collection to achieve study objectives. Two distinctive stages were performed in this study: first, the qualitative stage (Phase one and two); second, the quantitative stage (Phase three). Phase one in which ٢٠ non-standardized interviews were undertaken with front office managers or their equivalent positions. Phase two in which eight experts were interviewed to get their feedback on the initial model. Phase three in which a questionnaire was surveyed among the customer- contact departments seniors in the investigated hotel case study to generalize the final model, this phase is truly quantitative in which the research hypotheses were formulated to address the dimensional structure of EP and HRMPs.

The path diagrams of SEM showed that (Job design, training and development, compensation and rewards, recruitment and selection and performance appraisal) respectively have a direct positive effect on EP.

This study evidenced two good models fit of data for a hypothesized five-factor EP model in which supported a conceptual framework that is inclusive of five dimensions of employee service attitude, service quality (Tangibles), work measurement, employee quality and service quality (Valences), while HRMPs model in which supported a conceptual framework that is inclusive of five dimensions of job design, recruitment and selection, training and development, performance appraisal and compensation and rewards.

A key contribution of this study is offering a workable definition of EP and then a robust model for EP that contributes to enhance knowledge of the causal relationship between HRMPs and EP. Valid and reliable scale to measure EP and HRMPs was also developed. Managerial implications, research limitations and research avenues were then captured.

Keywords: Human Resources Management Practices; Employee Productivity; non-financial measures; Delphi technique; Path Diagrams; Structural Equation Modelling.