

## **Evaluating the role of management by objectives in enhancing five-star hotel operations**

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### **Abstract**

Hotel managers have always been challenged to produce objectives, but modern management must be in line with rapid technological and social change. Managers must be able to adapt to this rapid change to produce their objectives. The hotel managers need to anticipate change and have forward-looking objectives so that they may ultimately begin to make change occur when and where they want it to and, in that way, gain greater control of their environments and upgrade quality. The existing circumstance or current status is that some of those managers in the hospitality industry do not care or do not know how to plan effectively to motivate the entire team. Thus, the objectives are non-understandable and complicated, and the objectives are not in line with the hotel's policy. This leads to low quality of services because of the lack of clarity on future goals they must achieve. Reasons objectives might be included are meeting guest needs, and potential ways to increase productivity. Activities that support the objectives should be identified in the measurements, along with the specific objectives, dates, and other methods agreed upon as indicating progress. plans involved, goals, actual results, and variances should be noted.

**Keywords:** Management by objectives, technological development, planning, motivation, quality of services, future goals.

### **Introduction**

The organization needs to be managed properly, to be able to achieve all the objectives it has set; Objectives cannot be achieved on their own. The management needs to accomplish its management functions (planning, organizing, staffing, leading, and controlling) and the ability to make decisions according to the organization's policy. The planning process needs to be directed to achieve the key objective and everything has to be adapted to organizational objectives. The core concept of Management by Objectives (MBO) (Todor, 2011). As published by Peter Drucker 1954 in his book the practice of management, Management by objectives is the process of defining specific objectives within an organization that management can convey to organization members, then deciding on how to achieve each objective in sequence. This process allows managers to take work that needs to be done one step at a time to allow for a calm, yet productive work environment. This process also helps organization members to see their accomplishments as they achieve each objective, which reinforces a positive work environment and a sense of achievement (Qinfen et al., 2018).

A system of MBO can be described as a process whereby the manager and employee jointly identify common objectives, define each individual's major areas of responsibility in terms of the results expected of him or her, and use these measures as guides for operating the unit and assessing the contribution of each of its members (Nanda & Sudhinder, 2015). Planning in any organization should include both long-term planning and short-term planning. Plans should predict what the organization will be like in two or five years, with specific and measurable

objectives and results. The objectives should also include a specific to-do list that keeps everyone informed of the Procedures and materials needed, in addition to defining who is responsible for all assigned tasks. It should also include a specific time to accomplish these tasks. Failure to plan will damage the effectiveness of the organization and can even lead to a complete breakdown (Freddie, Silver 2018).

### **Objectives of the Study**

Given the need for the research and the gaps in knowledge that have been identified, a primary research aim was established:

Studying and Evaluating Role of Management by Objectives in Enhancing Five Star Hotels operations.

To achieve this aim, the following objectives can be stated as follows:

1. Evaluate the degree of hotel managers' awareness of management by objectives in the hotel's operations.
2. Identifying if there are gaps between the importance degree and actual usage degree of this approach.
3. Assessing the actual usage degree of the objectives and the manager's objectives which are consistent with the policy of the hotel objectives.

### **Review of Literature**

Adam (2020) defined that Management by objectives (MBO) is a strategic management model that aims to improve the performance of an organization by clearly defining objectives that are agreed to by both management and employees. According to the theory, having a say in goal setting and action plans encourages participation and commitment among employees and aligns objectives across the organization (Drucker, 1954). Management by objectives is a comprehensive management system that integrates several key managerial activities and is consciously directed toward the effective and efficient achievement of organizational and individual goals. (Koontz, 2010).

### **Process of Management by Objectives in Hotels**

MBO has an objective that focuses on changing behavior and attitudes toward accomplishing the task. MBO is mainly results-oriented, is the performance that matters. It is a management system and philosophy that emphasizes goals using methods. Achieving this goal is done through six processes who will be shown below.

### **Define organizational goals**

A goal is defined as the object or the aim of an action to attain a wanted result or a target within a specified time limit (Latham, 2004). This definition proposes the main components of goals and timelines one of the underlying premises in behavioral sciences or organization theory is that organizational objectives regulate and direct the activities of the work team (Barnard, 1938). Therefore, the goals are the object that organization members identify with and by which the organization members' roles are formed (Jung, 2018). One of the primary responsibilities of managers is to decide where the organization should go in the future and how to get it there (Dorothy and Richard, 2010).

### **Purposes of goals**

Many of the challenges managers face are focusing on operational issues and short-term results rather than long-term goals and plans. However, planning has a generally positive impact on the company's performance. In addition to improving financial and operational performance over the future (Oakland, 2012).

### **Legitimacy/mission statement**

The corrections unit may include rehabilitation in a statement of its mission as one of the organization's main goals, but if little of its budget goes to training staff to provide rehabilitation services, we must conclude that its primary function is guardianship (David, 2011). It can affect the organization. The task is sometimes called the main objectives, which refers to the main stated definition of business scope and outcomes the organization is trying to achieve (Mukherjee, 2009). Gerald, 2010 urged the necessity of an ideology for business, because ideology is necessary for business, and it is also important for any social system for people working in a business, the ideology (or mission statement) supports shared values, decisions, operations, and cooperation.

### **Source of Motivation and Commitment**

One of the biggest challenges and problems faced by employers and managers today is how to motivate employees continuously and how to achieve continuous performance improvements (Richard, 2006). Relationships will need to be reformulated and reshaped as part of a dynamic social process, such as dialogue and research that we find in learning. Moreover, these relationships are considered more complicated, because the nature of these relationships is derived from cases that are always pragmatic - which requires doing better work, and this is what employees need to maintain motivation and commitment (Ronnie, 2005).

### **Definition of Commitment**

Meyer (2016). Asserts that the most commonly cited definition of organizational commitment defined it as a psychological state that characterizes the employee's relationship with the organization and has implications for their decision to continue or discontinue membership. Dhruva (2020). Reported that organizational commitment has been defined as both an attitudinal and a behavioral construct. The attitudinal approach to organizational commitment is based on the employee's development of an emotional or psychological attachment to the organization.

### **Definition of Motivation**

The motivational reason is defined as a set of motivating reasons and the surrounding factors under the influence of which the employee acts in a particular situation. The role of needs, interests, values, and motives in creating the conditions for effective work, necessarily includes the quality of work (Moroz and Shtepa, 2021). Motivation can be defined as a state of inner desire that stimulates and makes one feel satisfied. Need or Desire "Motivation expresses an individual's inner desire and thus differs from others in the individual to be motivated, but it should not alter the manner in which motivation may increase or decrease (Sven, 2005).

### **Resource Allocation**

When resource allocation tasks are somewhat complex, resource distributors must address not only the problem of resource allocation (Eric et al., 2012). It is important to bypass the traditional resource allocations and budgeting that most companies use. Organizations must

integrate threat management into resource allocation processes (Richard, 2010). Some of the methods used to allocate resources are to assign resource allocation to the achievement of the goal. Those who exceed the established goals get more resources (National Cooperative Highway Research Program, 2010).

### **Guides to Action**

Factors that conflict with current goals can be recognized as a practically independent guide to action (Yaacov et al., 2014). It is important to summarize the discussion that sparked the topic of the discussion. People want to know that their leader thought of something before taking any action (John, 2013).

### **Rationale for Decisions**

Any changes in the working environment may lead to many obstacles to implementation or even changes that may make the decision ineffective (Manjunath, 2010). When leaders make decisions, employees want to understand why such decisions were made. They know they have the right to participate, and they have the right to know why this decision is the right decision for the company (Gary, 2012).

### **Define Employees Objectives**

Where goals are defined more clearly and always linked to a specific goal, fill in details, define timeframes, and include ways to verify success. (John, 2012). Beth and Janice 2004 mentioned four steps for any performance appraisal system for employees: 1. Determine what the job is (define the goals). 2. Establish a reasonable performance level (define the objectives in terms of quantity, quality, and time). 3. Measure the actual performance (by first-hand observation, viewing completed work, reading reports, etc.). 4. Compare the actual performance to the standards set. The objectives of the organization are defined as a driving force in the growth of the organization. Identify the employee behaviors necessary for the company's success (Ebin and Marius, 2004).

### **MBO-SMART Objectives**

In management, SMART (**Specific, Measurable, Achievable, Realistic, and Time-bound**) standards are used to define objectives, as well as effective Key Performance Indicators (KPI), and to facilitate their achievement (50MINUTES, 2015). The strength of SMART goals appears to illustrate the fact that the goals redefine relationships with work and the effort that will be made before starting to do anything. (Jan and Anne, 2009). Michael, 2011 mentioned that a specific goal is clearer than general or ambiguous goals. for setting specific goals, it is important to include answers to the following questions: Who achieves goals (can it be individuals or teams)? What should be accomplished from these goals? Where are these goals reached? Why should these goals be achieved and what is the benefit of achieving them? What method should be followed to work towards achieving these goals, taking into account legal and other requirements? When should the objectives set be completed? This means that the target is clear, specific, and accurate. It divides long-term goals into short-term goals where they are smaller and more specific (Gill, 2014). Goals must be specific. Because specific goals have a lot of power to move the ideas in the mind compared to carrying unclear ideas and consequently result in unclear goals or blurry goals (Everett and Francis, 2009). Teamwork in any organization wants to know the goals that you aim for, so you should make sure to make the goals measurable (Jezra and Anne, 2011). Management is clear when giving employees achievable and measurable

goals. So that the competent department must formulate and publish the goals at least weekly, although the daily goals are better (Ronald et al., 2004). Each goal set by the organization must be measurable so that it has a way to ascertain the extent to which you have achieved the previously established goals as well as the time set for the completion of these goals (MTD Training, 2010). An achievable goal is a goal that ends when the goal state is reached, analog targets operate as a management mechanism so that the organization can reach and maintain achievable goals (Clyde & Frada, 2008). The objectives set are the starting point for all accomplishment's achievement in any organization. That is if the objectives were conceived in your mind so that they know the desired goal (Corporate Coach Group, 2017). The objectives must be achievable shortly because if they are not achievable soon, or it takes a long period to achieve them, the employees will not remain eager to complete those (John et al., 2008). Making your objectives realistic does not mean lowering your future expectations. It is common in some managers that it reduces their potential (Harry, 1999). The objectives setting must be realistic and more specific, do not fall into the mistake of being linked to your desires. (Paul, 1996). The objectives are realistic when you can deliver them to the employee. Because the capabilities of employees differ from one person to another, as well as levels of confidence (Brian, 2006). Matthew et al., (2019) mentioned that a Time-bound objective means there is a set time to reach the objective. Whereas, making objectives by setting a deadline or a specific time frame pushes motivation (Linda, 2004). The objective must be time-bound. Objectives are set with a deadline when you want to achieve (Elizabeth et al., 2008).

### **Management by Objectives (MBO) Advantages for Hotel Operations**

#### **Greater Sense of Identification**

MBO can offer employees more guidance and self-control, build self-confidence, motivate them, and improve performance (Annamalai, 2017). MBO works on restraint, autonomy, and identification (Tadao, 1999). MBO sets the organization's goals and also uses them to define employee objectives (Workfront, 2019).

#### **Reducing Role Ambiguity**

One of the important functions of objectives setting is that it works to reduce the stress of the role associated with confusing and conflicting expectations in the work environment (James & Debra, 2013). Role ambiguity is defined as the employee's uncertainty about the job expectations attributed to them (United States. Navy. Supply Corps, 1981). MBO reduces role ambiguity by making goal setting more participatory and transactional between managers and subordinates in the work environment (Christopher et al., 2019).

#### **Improved Communication**

MBO includes an active interaction between the manager and subordinates by objectives setting (Ramesh, 2013). MBO encourages commitment to achieving the goals set rather than by heart (Excel Books India, 2012). MBO has become popular for working in organizations for many reasons. First, it promotes communication and interaction between managers and subordinates (Robert, 2009).

#### **Improved Organizational Structure**

Management by objectives requires a lot of effort to implement and special tools to implement these goals. Because in some organizations, enterprise managers are not automatically directed toward a common goal (William & Richard, 2015). MBO has become a comprehensive

management planning and control technology, as it affects the organizational structure, culture, and style of workers in organizations (Aquinas, 2008). Peter Drucker (1954) developed the management concept as a strategy to make organizational goals and objectives the basic structure in which organizational life is designed in a work environment (Karen & Charles, 2012).

### **Device for Organizational Control**

A key feature of MBO is the periodic agreement among subordinates across the organization on objectives set by managers for a given period. The purpose of the control function is to ensure that the goals set by the organization are achieved (Beaufort, 2008). MBO includes strengthening communications between managers and subordinates, serving as the basis for provisions (William & Neal, 1980). Management by objectives requires sophisticated management information systems that regularly measure the progress of indicators toward agreed goals as a basis for assessing overall organizational performance and the performance of individual operational units (Nicole et al., 2001).

### **Career Development of the Employees**

MBO demonstrates participatory work environments between managers and directors, in which employees feel they have a voice and can contribute to how their jobs are defined and what their performance goals should be (Joseph et al., 2006). MBO assists in discovering the strengths and assets of employees who work in the organization as a whole and not only in identifying deficiencies or weaknesses in performance, and information of this kind can enable the organization to increase the effectiveness of workforce planning and career development programs (Alan & United States Civil Service Commission, 1978). For employees as a whole who work in MBO-based organizations, whether from top to bottom or from bottom to top in the career structure in terms of goal setting, it is not difficult to align personal career development goals with organizational goals (Beverly, 2011).

### **Stimulating the Motivation of the Employees**

Motivational management in organizations is consistent with setting mutual goals between managers and employees. The stimulus Manager consults extensively with staff members and makes clear decisions about who is responsible for what (Garry & Tony, 2009). MBO also increases employee motivation by empowering them with active roles in goal setting and performance evaluation (Jack et al., 2016).

## **Management by Objectives (MBO) Limitations in Hotels Operations**

### **Lack of Support of Top Management**

The lack of commitment by senior management is a major reason for the potential emergence of future obstacles (Lisa et al., 2000). Top management support for the organization is uncertain if support for senior management does not exist or if the support is not clear to others in the organization, it will be difficult to implement MBO. (Sloan, 2012). A major obstacle to the success of the MBO program may be the lack of support from senior executives (Robert, 2005).

### **Failure to Teach Organization Philosophy**

There may be a failure to reach the organization's philosophy for all participants. When providing MBO across the organization with little explanation, training, or assistance (Krishna &

Rao, 2009). Failure to teach MBO philosophy is one of the limitations in implementing some programs (Heinz & Harold, 2006).

### **Lack of Adequate Skills and Training**

Regular training is required in the organization for the MBO concept and philosophy to be spread (Kondalkar & Kondalkar, 2009). As one of the ways to circumvent this problem is to divide the goals into the following categories: routine in terms of general ongoing tasks, the project in terms of one-time problem solving, and personal in terms of individual training and development of employees (Richard, 2002). Training can also be organized to provide knowledge and skills at MBO (Gupta, 1992).

### **Lack of Follow Up**

The manager must communicate with the subordinate continuously and follow up on the objectives that have been achieved (Govindarajan & Natarajan, 2005). The lack of follow-up analysis after setting the goal to determine the results is one of the obstacles that affect the implementation of the management by objectives (United States. Office of the Comptroller of the Army, 1981). One of the obstacles to the successful implementation of the MBO is the lack of follow-up by the superiors in action on time (Govindarajan & Natarajan, 2005).

### **Difficulty in Achievement of Group Goals**

MBO involves identifying common goals between employees and managers that are considered as a technology used across the organization. The MBO process also includes setting initial goals, reviewing what has been done periodically, and working to solve problems to remove any obstacles that prevent the achievement of the goal (James & Debra, 2014). The result of the various problems, difficulties, and limitations imposed on MBO is that it weakens the benefit of MBO and hinders its emergence as an alternative approach to better management in particular, which some managers find it difficult to measure the achievement of the goals of the group as a whole (Gunaseelan & Kulandaiswamy, 2016). When MBO is properly applied in the organization, it must be done to avoid the difficulty of achieving the objectives of the group as a whole (William, 2012).

### **Research Hypotheses**

**H1:** There is a relationship between the main reasons for implementing management by objectives and obtained benefits of objectives management implementation.

**H2:** There is a relationship between difficulties that hinder the implementation of management by objectives and strategies for overcoming difficulties.

### **Methodology**

The questionnaire was delivered only to (5) department managers for each hotel, (and 67) five-star hotels located in Sharm El-sheikh. Total (335) questioner, to get the most accurate results. (317) of (335) department managers agreed to complete the questionnaire. (18) from (335) were incomplete. Therefore, the total completed forms (317) were addressed to department managers who are responsible for setting objectives to provide complete detailed information about the benefits of applying management by objectives. These dimensions used a five-point Likert-type scale ranging from "1=strongly disagree" to "5= strongly agree" to score the responses. The data was analyzed statistically by Statistical package for the social sciences program "SPSS" to obtain descriptive analysis and calculate reliability and validity analysis, Spearman correlation analysis.

## Results and Discussion

### Reliability and Validity

To measure the internal consistency of the study instrument, Cronbach's Alpha was used to calculate the reliability of the questionnaire. Besides, the validity of the findings was calculated (Table 1).

**Table (1):** Coefficient of reliability and validity of the instrument

Constructs	No. of items	Cronbach's Alpha Coefficient	Validity
Reasons for implementing management by objectives	4	0.951	0.975
Characteristics of hotel objectives	9	0.958	0.978
Benefits of using management by objectives	9	0.952	0.975
Difficulties that may hinder objectives	5	0.958	0.978
Strategies to overcome difficulties	3	0.961	0.980
<b>Overall scale</b>	<b>30</b>	<b>0.956</b>	<b>0.977</b>

Previous Table (1) indicated that the coefficient of Cronbach's alpha for all constructs of the questionnaire had relatively high alpha coefficient scores (95.6%). On the other hand, the overall validity coefficient of all constructs of the study is (97.7%). Since most of the constructs of the questionnaire had a relatively high score of reliability and validity coefficient, it can be assured that the used items included in the questionnaire are valid to measure what it is supposed to measure.

### Descriptive statistics

The managers' demographic, reasons for implementing management by objectives, benefits of using management by objectives, difficulties that may hinder objectives, and suggestions for overcoming difficulties and obstacles that hinder the proper application of management by objectives were tabulated by using frequencies and percentages.

### Demographic profile of respondents

The respondents' demographic profile is shown in table (2) as follows:

**Table (2):** The demographic profile of respondents

Gender	Frequency	Percentage
Male	307	96.8%
Female	10	3.2%
<b>Total</b>	<b>500</b>	<b>100%</b>
Education	Frequency	Percentage
Bachelor	309	97.5%
Master	7	2.2%
Ph.D.	1	0.3
<b>Total</b>	<b>317</b>	<b>100%</b>
Age	Frequency	Percentage
Less than 40	2	0.6%



40 to less than 45	51	16.1%
45 to less than 50	166	52.4%
50 years and more	98	30.9%
<b>Total</b>	<b>317</b>	<b>100%</b>

Table (2) illustrates that (3.2%, n= 10) of respondents are female, and (96.8%, n= 307) are male respondents. According to the educational background of respondents, the majority of them had a bachelor's degree (97.5%, n= 309), 7 respondents claimed they had a Master's (2.2%, n= 7) and only one (0.3% n= 1) had a Ph.D. degree. In terms of age, (.6%, n= 2) were less than 40 years old, (16.1%, = 51) of them were in the 40 to less than 45 years, (52.4%, n= 166) of them were the 45 to less than 50 years, (30.9%, n= 98) of them were in the 50 or above 50 years.

### Characteristics of hotels:

**Table (3): The distribution of hotels' characteristics**

<b>Hotel's manager position</b>	<b>Frequency</b>	<b>Percentage</b>
Human Resource Manager	64	20.2
Financial Director	64	20.2
Food & beverage director	63	19.9
Rooms division manager	63	19.9
Director of sales and marketing	63	19.9
<b>Total</b>	<b>317</b>	<b>100%</b>
<b>Hotel's management pattern</b>	<b>Frequency</b>	<b>Percentage</b>
Chain- management contract	175	55.2%
Chain- franchise	35	11.0%
Independent	107	33.8%
<b>Total</b>	<b>317</b>	<b>100%</b>
<b>Hotel's room numbers</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 200 rooms	20	6.3%
200 to 299 rooms	50	15.8%
300 to 399 rooms	92	29%
400 to 500 rooms	110	34.7%
More than 500 rooms	45	14.2%
<b>Total</b>	<b>317</b>	<b>100%</b>
<b>Customer visit frequency</b>	<b>Frequency</b>	<b>Percentage</b>
Very high	15	4.7%
High	269	84.9%
Medium	33	10.4%
Very low	0	0%
Low	0	0%
<b>Total</b>	<b>317</b>	<b>100%</b>

Table (3) shows the distribution of hotels' characteristics. In terms of the position held in the hotel, (20.2%, n= 64) of respondents were Human Resource Manager, (20.2%, n=64) of respondents were Financial Director, (19.9%, n= 63) of respondents were Food & beverage directors, (19.9%, n= 63) of respondents were rooms division manager, and (19.9%, n= 63) of

respondents were director of sales and marketing. In terms of management patterns held in the hotel, (55.2%, n= 175) of respondents were Chain- management contract, (11.0%, n= 35) respondents were Chain- franchise, and (33.8%, n= 107) respondents were Independent management. In terms of hotel room numbers. (6.3%, n= 20) of respondents who work in hotels had less than 200 rooms. (15.8%, n= 50) of respondents who work in hotels from 200 to 299 rooms. (29%, n= 92) of respondents who work in hotels from 300 to 399 rooms. (34.7%, n= 110) of respondents who works in hotels from 400 to 500 rooms. (14.2%, n= 45) of respondents who work in hotels had more than 500 rooms. In terms of customer visit frequency, (4.7%, n= 15) of respondents reported that customer visit frequency is very high. (84.9%, n= 269) the majority of respondents reported that customer visit frequency is high. And (10.4%, n= 33) of respondents reported that customer visit frequency is Medium.

### **Reasons for implementing management by objectives**

The mean score of hotel managers' perception towards reasons for implementing management by objectives is listed in the following Table (4). A five-point Likert-type scale was used ranging from "1" which meant strongly disagree to "5" strongly agree.

Table (4): The perception of respondents towards reasons for implementing management by objectives.

Reasons for implementing management by objectives	SD		D		N		A		SA		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
Measure and judge performance	0	0.0	0	0.0	0	0.0	244	77.0	73	3.0	317	100	4.23
Relate individual performance to organizational goals	0	.0	0	0.0	1	0.3	259	1.7	57	8.0	317	100	4.18
Enhance communications between superior and subordinate	0	.0	0	.0	0	0.0	182	7.4	135	2.6	317	100	4.43
Serve as a device for organizational control and integration	0	.0	0	.0	0	0.0	250	8.9	67	1.1	317	100	4.21
Overall Mean													4.26

According to the findings, the overall mean score for all statements of the perception of respondents toward reasons for implementing management by objectives were (4.26). In terms of reasons for implementing management by objectives. The first reason measure and judge performance. (77.0%, n= 244) of respondents agreed, and (23.0%, n= 73) of respondents strongly agreed. The second reason relates individual performance to organizational goals. (0.3%, n= 1) of respondents were neutral. (81.7%, n= 259) of respondents agreed, and (18.0%, n= 57) of respondents strongly agreed. The third reason is enhanced communication between superiors and subordinates. (57.4%, n= 182) of respondents agreed, and (42.6%, n= 135) of respondents were strongly agree. The fourth reason serves as a device for organizational control and integration. (78.9%, n= 250) of respondents agreed, and (21.1%, n= 67) of respondents strongly agree.

**Benefits of using management by objectives**

A five-point Likert-type scale was used ranging from "1" which meant strongly disagree to "5" strongly agree, in terms of the obtained benefits of using management by objectives.

**Table (5): Benefits of using management by objectives**

Benefits	SD		D		N		A		SA		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
Help to improve the performance	0	.0	0	0.0	0	0.0	235	74.1	82	25.9	317	100	4.26
Help to get a greater sense of identification	0	.0	0	.0	0	0.0	224	0.7	93	9.3	317	100	4.29
Reducing roles ambiguity in the hotel	0	.0	0	0.0	0	0.0	247	7.9	70	2.1	317	100	4.22
Improved communication between the teamwork and the manager	0	.0	0	0.0	0	0.0	188	9.3	129	40.7	317	100	4.41
Help to improve organizational structure	0	.0	0	0.0	1	0.3	244	7.0	72	22.7	317	100	4.22
Device for organizational control	0	.0	0	.0	0	0.0	254	0.1	63	9.9	317	100	4.20
Career development of the hotel employees	0	.0	0	0.0	0	0.0	208	65.6	109	4.4	317	100	4.34
Result-based performance evaluation	0	.0	0	.0	0	0.0	235	4.1	82	5.9	317	100	4.26
Stimulating the motivation of the employees	0	.0	0	.0	0	0.0	216	8.1	101	31.9	317	100	4.32
Overall Mean													4.28

It concludes from the previous table (5). In terms of methods of benefits of using management by objectives. The first benefit of using management by objectives helps to improve performance. (74.1%, n= 235) of respondents agreed, and (25.9%, n= 82) of respondents were strongly agreed. The second benefit of using management by objectives helps to get a greater sense of identification. (70.7%, n= 224) of respondents agreed, and (29.3%, n= 93) of respondents strongly agreed. The third benefit of using management by objectives reducing role ambiguity in the hotel. (77.9%, n= 247) of respondents agreed, and (22.1%, n= 70) of respondents strongly agree. The fourth benefit of using management by objectives is improved communication between the teamwork and the manager. (59.3%, n= 188) of respondents agreed, and (40.7%, n= 129) of respondents strongly agreed. The fifth Benefit of using management by objectives helps to improve organizational structure. (0.3%, n= 1) of respondents were neutral. (77.0%, n= 244) of respondents agreed, and (22.7%, n= 72) of respondents strongly agreed. The sixth benefit of using management by objectives device for organizational control. (80.1%, n= 254) of

respondents agreed, and (19.9%, n= 63) of respondents strongly agreed. The seventh benefit of using management by objectives Career development of the hotel employees. (65.6%, n= 208) of respondents agreed, and (34.4%, n= 109) of respondents strongly agree. The eighth Benefit of using management by objectives Result based on performance evaluation. (74.1%, n= 235) of respondents agreed, and (25.9%, n= 82) of respondents were strongly agreed. The ninth Benefit of using management by objectives stimulating the motivation of the employees. (68.1%, n= 216) of respondents agreed, and (31.9%, n= 101) of respondents were strongly agreed.

**Difficulties that may hinder objectives**

**Table (6):** Difficulties that may hinder objectives

Difficulties that may hinder objectives	SD		D		N		A		SA		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
Require a lot of time and effort to train the staff	0	.0	0	0.0	8	.5	258	1.4	51	16.1	317	100	4.14
Staff performance is slow in achieving the goals required of them	0	.0	0	.0	1	.3	246	7.6	70	2.1	317	100	4.22
Lack of motivation	0	.0	0	0.0	4	.3	269	4.9	44	3.9	317	100	4.13
Lack of required capabilities in the work environment	0	.0	0	.0	0	0.0	222	0.0	95	0.0	317	100	4.30
Stress from the management for achieving the goals	0	.0	0	.0	28	8.8	236	1.3	63	9.9	317	100	4.11
<b>Overall Mean</b>													<b>4.17</b>

It's noted from the previous table (6). In terms of difficulties that may hinder objectives. The first difficulty that may hinder objectives requires a lot of time and effort to train the staff. (2.5%, n= 8) of respondents were neutral. (81.4%, n= 258) of respondents agreed, and (16.1%, n= 51) of respondents strongly agreed. The second difficulty that may hinder objectives is staff performance is slow in achieving the goals required of them. (0.3%, n= 1) of respondents were neutral. (77.6%, n= 246) of respondents agreed, and (22.1%, n= 70) of respondents strongly agreed. The third difficulty that may hinder objectives is a lack of motivation. (1.3%, n= 4) of respondents were neutral. (84.9%, n= 269) of respondents agreed, and (13.9%, n= 44) of respondents strongly agreed. The fourth difficulty that may hinder objectives lack of required capabilities in the work environment. (70.0%, n= 222) of respondents agreed, and (30.0%, n= 95) of respondents strongly agreed. The fifth difficulty that may hinder objectives is stress from the management in achieving the goals. (8.8%, n= 28) of respondents were neutral. (71.3%, n= 236) of respondents agreed, and (19.9%, n= 63) of respondents strongly agreed.

**Strategies to overcome difficulties**

**Table (7): Strategies to overcome difficulties**

Strategies to overcome difficulties	SD		D		N		A		SA		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
Setting and developing goals over a short period to provide the appropriate interaction between the manager and the different levels in the hotel	0	0.0	0	0.0	6	1.6	224	70.7	87	27.4	317	100	4.26
Motivating staff to adopt performance requirements for achieving objectives in all departments	0	0.0	0	0.0	0	0.0	264	83.3	53	16.7	317	100	4.17
Training the hotel staff to reach a high level of performance and thus achieve the required goals	0	0.0	0	0.0	0	0.0	212	66.9	105	33.1	317	100	4.33
<b>Overall Mean</b>													<b>4.25</b>

In terms of Strategies to overcome difficulties. The first strategy that overcomes difficulties setting and developing goals over a short period to provide the appropriate interaction between the manager and the different levels in the hotel. (1.6%, n= 6) of respondents were neutral. (70.7%, n= 224) of respondents agreed, and (27.4%, n= 87) of respondents strongly agreed. The second strategy that overcomes difficulties Motivating staff to adopt performance requirements for achieving objectives in all departments. (83.3%, n= 264) of respondents agreed, and (16.74%, n= 53) of respondents strongly agreed. The third strategy that overcomes difficulties Training the hotel staff to reach a high level of performance and thus achieve the required goals. (66.9%, n= 212) of respondents agreed, and (33.1%, n= 105) of respondents strongly agreed.

**Correlation between variables**

Spearman's correlation coefficient was used to test relationships between variables. All correlations were found to be positive and significantly correlated. The following Table (8) clarified that there is a strong, positive (0.759), and highly significant correlation at (0.01) level between the main reasons for implementing management by objectives and obtained benefits of objectives management implementation.

**Table (8): Relationship between objectives management and benefits of implementation.**

	Variable		main reasons for implementing management by objectives	Benefits of implementing objectives management
<b>Spearman</b>	The Main reasons for implementing management by objectives	Correlation Sig. N	1.000 317	0.759** 0.000 317
	Benefits of implementing objectives management	Correlation Sig. N	0.759** 0.000 317	1.000 317

\*\* Correlation is significant at the 0.01 level (2-tailed)

This result confirms the first Hypothesis (H1) that said there is a significant relationship between the main reasons for implementing management by objectives and obtained benefits of objectives management implementation.

**Relationships between difficulties hinder objectives implementation and strategies for overcoming difficulties**

The following Table (9) indicated that there is a strong, positive (0.642), and highly significant correlation at (0.01) level between difficulties that hinder the implementation of management by objectives and strategies for overcoming difficulties.

**Table (9):** Relationship between difficulties hinder the implementation of management by objectives and strategies for overcoming difficulties

	Variable		Difficulties of management by objectives	Strategies for overcoming difficulties
<b>Spearman</b>	Difficulties of management by objectives	Correlation Sig. N	1.000 0.000 317	0.642** 0.000 317
	Strategies for overcoming difficulties	Correlation Sig. N	0.642** 0.000 317	1.000 0.000 317

\*\* Correlation is significant at the 0.01 level (2-tailed)

According to the previous tabulated results in Table (9), the second hypothesis (H2) indicated, "There is a significant relationship between difficulties that hinder implementing of management by objectives and strategies for overcoming difficulties"

**Conclusion**

Based upon the data obtained from the questionnaire, it can be concluded that the success of achieving the objectives in hotels depends on good performance practices that depend on the commitment and participation of managers and employees in setting future objectives. Where managers play the lead in the entire process by setting trends in lower management grades and serving as role models for employees. Because their responsibility is to design policies that ensure effective performance in the hotel and define core values related to performance and work according to them. Managers play a vital role in that good performance can be beneficial in achieving hotel objectives. Hence, the lack of attention of managers to the importance of management by objectives and linking it with high-performance practices and handing them over to hotel employees. They create many problems in the work environment, and set goals that are not clear and difficult to achieve, leading to wrong decisions, they exclude these hotels from the competition circle. This study showed that the hotels which implement management by objectives were able to Measure and evaluate performance, relate individual performance to organizational goals, enhance communications between managers and subordinates, and take correct managerial decisions for improving performance. The results show the main benefits of implementing management by objectives. The first main benefit was improved communication between the teamwork and the manager. The second main benefit was the career development of the hotel employees. The main difficulties, Lack of required capabilities in the work environment, and staff performance slow in achieving the goals required them were the main

difficulties that face hotels that may hinder objectives. The results show how the hotel overcomes the difficulties that hinder the proper application of implementing the management by objectives in the order, first, training the hotel staff to reach a high level of performance and thus achieve the required objectives. The main obstacles are shown in results that may hinder the proper application of management by objectives in the order, first, failure to teach the philosophy of the hotel, and second, lack of support of top management.

### **Recommendations**

1. Hotels should take into account the application of management by objectives because it is considered a strategic management model aimed at improving organizational performance through the clear identification of objectives agreed upon by both management and employees.
2. The planning process should be geared towards achieving the main objective and everything should be adapted to the organizational objectives. The basic concept of management by objectives.
3. Participation in setting objectives between both managers and subordinates gives a more sense of commitment towards achieving the objectives that have been set.
4. Before starting to set objectives, SMART objectives must be taken into account, in order to save the time and effort of the employees entrusted with achieving them.

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### تقييم دور الإدارة بالأهداف في تعزيز عمليات فنادق الخمس نجوم جيهان نبيل أحمد صالح عبد الحميد عروس وسيم فريد محمد محمد عبد الجواد على قسم إدارة الفنادق، كلية السياحة والفنادق، جامعة مدينة السادات

لطالما واجه المديرين في الفنادق تحدياً لتحقيق الأهداف، ولكن الإدارة الحديثة يجب أن تتماشى مع التطور التكنولوجي والتقدم الاجتماعي السريع، يجب أن يكون المديرين قادرين على تكييف هذا التغيير السريع لتحقيق أهدافهم، يحتاج مديرو الفنادق إلى توقع التغيير، والأهداف التطلعية حتى يتمكنوا في نهاية المطاف من إحداث التغيير متى وأينما يريدون ذلك، وبهذه الطريقة يكتسبون تحكماً أكبر في بيئاتهم وتحسين الجودة. الطرف الحالي أو الوضع الحالي هو أن بعض هؤلاء المديرين في صناعة الضيافة لا يهتمون أو لا يعرفون كيفية التخطيط بفعالية لتحفيز الفريق بأكمله، وبالتالي فإن الأهداف تكون غير مفهومة ومعقدة، فالأهداف لا تركز على أشياء مهمة، مما يؤدي إلى تدني مستوى جودة الخدمات، بسبب عدم وضوح الأهداف المستقبلية التي يجب عليهم تحقيقها. ومن الأسباب التي قد يتم تضمينها في الأهداف هي تلبية احتياجات الضيف، والطرق المحتملة لزيادة الإنتاجية، بحيث يجب تحديد الأنشطة التي تدعم الأهداف في القياسات، جنباً إلى جنب مع الأرقام والتواريخ المحددة والطرق الأخرى المتفق عليها للإشارة إلى التقدم، يجب ملاحظة الفترات الزمنية المعنية والأهداف والنتائج الفعلية والفروق. من أجل تحقيق أهداف الدراسة. استهدف البحث فنادق الخمس نجوم بشرم الشيخ. تم تسليم استمارات الاستبيان إلى (5) مديري أقسام في كل فندق، بإجمالي (335) مستجوب للحصول على أدق النتائج. وافق (317) من أصل (335) من مديري الأقسام على استكمال الاستبيان. من أجل توفير معلومات تفصيلية كاملة حول فوائد تطبيق الإدارة بالأهداف.

**الكلمات المفتاحية:** الإدارة بالأهداف، التطور التكنولوجي، التخطيط، التحفيز، جودة الخدمات، الأهداف المستقبلية