Using performance management techniques in five-star hotels to improve senior management performance

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Abstract

Hospitality management has evolved dramatically in the last generation, and there are ways to address the performance that include the necessary balance between high technology and personal interaction. As management Techniques are primarily used as a tool for strategic planning, employee motivation, and performance enhancement. Its purpose is to improve communication between subordinates and management and increase employees' understanding of company policy and objectives, Focus the efforts of employees on the objectives set by the organization, providing a link between pay and performance. An important factor to improve performance is its focus on the results achieved by the subordinates rather than the normal activities that are accomplished in their jobs. 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 the good performance and can be beneficial in achieving hotel objectives. to attain the study objectives. A population was targeted by the five-star hotels in Sharm El-Sheikh. The questionnaire was delivered only to (5) department managers, a Total (of 335) questionnaires, to get the most accurate results. (317) from (335) department managers agreed to complete the questionnaire to provide complete detailed information about the benefits of improving performance through using management techniques.

*Keywords***:** Performance enhancement; management techniques; strategic planning; performance practices

Introduction

An important part of achieving the organization's objectives is measuring and comparing an employee's actual performance. Ideally, when employees themselves have been involved with the goal-setting and choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities (Brice, 2012). Senior management and the human resources department must carefully study the problem of employee performance and then identify any cases of change in the selection criteria. The best among the staff (Dinesh, 2005). It's easy to agree that the ongoing process of communication between managers and employees should be supportive and be of benefit to the development of individuals and the performance of the organization as a whole. The quality and effectiveness of performance management remain a gap due to the lack of clear communication between the work team. The communication gap between the team members is the main reason employees sometimes do not perform the tasks assigned to them. Solving the problem requires a more intentional approach to performance management specifically, how employee behavior can be changed through appraisals, coaching, and counseling (Pete, 2016).

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: Using performance management techniques in five-star hotels to improve senior management.

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

1. Evaluate the degree of communication between senior management and subordinates and how to deliver goals that are commensurate with performance to subordinates, and help them create their own goals to support the hotel objectives.
2. Identifying if there are gaps between the performance management techniques for improving the performance and the usage degree of these techniques.
3. Evaluate the degree of senior management awareness of management performance techniques and the impact on the hotel's operations.

Literature
Elements of managers Performance systems in hotels
Performance measurement is a set of metrics that organizations use to monitor progress toward achieving objectives. The criteria for selecting procedures often include the feasibility of setting objectives, observing the policies in the organization so that they are consistent with the objectives set, ease of understanding the objective to be achieved, and the benefit that accrues to the organization in the actual decision-making process. (Cambridge Systematics et al., 2018).

Performance Planning
The process of planning performance in any organization must be commensurate with the culture and environment of the organization, and this requires a lot of performance that is appropriate to the business and management style. So the organization has to make sure that what it does in practice is in line with the promises it made to employees (Rudman, 2003). Annual performance planning can be used to define strategies for the organization to achieve strategic and annual performance objectives. The annual performance plans provide organizations with another opportunity to continue discussing investment strategies and the expected operational improvements from these investments (United States General Accounting Office, 1998). The outcome of the planning process is centered on generating performance targets for most major organizations, it is becoming a matter of annual or semiannual interest to develop revenue and target costs, budgets, capital plans, and target profit plans for the next planning period, which are essentially the fiscal year (Dressler, 2004).

Performance Appraisal and Reviewing
Performance appraisal is evaluated based on agreed performance objectives. It is a reflection of the quality and wisdom of setting performance objectives by managers and employees (Tapomoy, 2009). Setting objectives when they are put into practice is critical. So that all managers agree on the objectives and the value assigned to each objective. This determines the priorities that will guide staff performance Appraisal throughout the evaluation cycle (Sharon, 2010). Usually, performance appraisal starts with a performance review and moves through training to subsequent performance reviews and additional training to enable you to reach the objectives you have set (Mattone, 2013).

Feedback on the Performance Followed by Personal Counseling and Performance Facilitation
Feedback and consulting are critical to the performance process. This is the stage where the employee acquires awareness from the evaluator about areas for improvement and also information about whether or not the employee contributes to the expected levels of performance (Mahajan & Singh, 2017). Positive or critical feedback can enhance performance improvement, as motivating employees to improve is an important behavior. When the employee sees that certain behaviors are observed and appreciated, he will feel comfortable and work hard to generate positive energy for the organization in achieving the objectives (Robert & Douglas, 2002). Providing and receiving feedback on the performance includes more than rational evaluation when discussing improvement plans by setting future objectives. This is when performance reactions

occur for the first time, or when they are not part of the regular pattern of events within an organization (Brian & Robert, 2014).

Rewarding good performance

Managers must become more strategic in rewarding good performance. The linking of wages with performance is more effective in success if it rewards the correct behaviors of employees in the right way and at the right time (Stephen & Sarah, 2020). Rewarding managers for the outstanding performance of employees in the organization that they know that good performance in achieving the goals is required so that employees know that their work is appreciated by management (Sandra, 1990). In some organizations, some managers underestimate the efficiency of their employee's use of the skill to do work because they underestimate managers. Whereas, the effectiveness of the performance can be increased through the decentralization of authority and the accountability of lower-level employees for their performance in achieving the objectives assigned to them (United States office of personnel management, 2013).

Performance Improvement Plans (PIP)

The performance improvement plan (PIP) completes the evaluation process. This applies to the performance that management finds effective, ineffective, or exceeds expectations. As it is now improved after each review period (Neroli et al., 2015). Positive reinforcement is provided through the feedback process when identifying behavior that improves performance. The objective is to identify specific performance improvements as soon as possible after the event. Therefore, performance should be considered an ongoing process (Armstrong, 2002). To make a performance a useful process, the primary purpose of the system must be understood. As it allows the manager or supervisor the desire to help a team member and unlock his potential, performance management is always motivating. If the motivation of management is merely getting the person to comply with the instructions and achieve greater output standards (Management Training Australia, 2015).

Potential Appraisal (PA)

The potential appraisal aims to determine the capabilities of the employee in question to place in higher positions in the organizational hierarchy, and therefore for higher responsibility, potential assessments are needed to inform employees about the various factors that influence prospects and management objectives, as well as training efforts (Dewakar, 2012). The Potential appraisal is a system of assessing capabilities, and the employee's hidden characteristics to choose to assume higher responsibilities in future objectives (Mahajan & Reeta, 2016). Business organizations set realistic objectives to ensure their competitiveness with other organizations in the same field and to ensure long-term profitability. Hermann (2005) maintains that a Potential Appraisal (PA) is a process that managers use to evaluate employee performance to achieve the company's objectives (Armstrong, 2009). Bowman 1994 mentioned that Managers need to manage workforce resources efficiently and effectively, and therefore a periodic upgrade of employee performance is necessary (Grace, 2014).

Standard of Performance

In addition to these annual performance plans and reports, managers are encouraged to frequently compare actual results of performance measures with their time-bound goals and previous levels of performance to assess progress made toward achieving strategic goals (Government Printing Office, 2012). The goals are not fanciful. It is the business obligations by which a future business

task is performed and the standards against which performance is measured. In other words, objectives are the primary strategy of a company (Peter, 2013). There are two purposes for setting standards that help engage team members. Both controls can have a motivational function. They have a control function when the team goals are divided so that each member of the team has specific goals to achieve to ensure performance (Management Training Australia, 2015).

Techniques for Assessment of Performance in Hotels
A holistic analysis of performance
As is the case in quality assurance, where requests must be met, and the control itself must be meaningless before it is filled with concrete objective instructions, where performance indicators will be described using a balanced scorecard, a potential tool in monitoring individuals through a holistic performance analysis (Cyrus, 2012). Analysis of employee needs should not be a one-sided process, as it is a holistic performance analysis and the counterpart must be included in the development of the job file and the decision-making process (Raisinghani & Mahesh, 2008). An important aspect of hotel management is understanding the services and support that other employee departments contribute to the hotel's successful operations (Jonathan, 2006).

Narrative Assessment
When using narrative assessment, it is necessary to convert it into a decision about the level of performance pay increase that should be awarded to employees (Ann & Michael, 2011). Narrative performance assessment can be done more feasibly if done in a framework. This can be provided on a "what" and "how" basis. ''What'' is what has been done in achieving the previously agreed objectives and is mentioned by addresses in the role definition file (Michael, 2014). As written reviews can capture more information and allow management to communicate evaluation results naturally. Because if numbers are used, they must be supplemented with a performance comment, to provide some illustrative narrative assessments as well as a final number for a comprehensive performance evaluation (Dina & Bernard, 2012).

Ratings
Typically, there is specific taxonomic guidance that requires performance evaluations to be distributed across a bell distribution curve in traditional performance feedback systems. This factor can affect the reactions that employees receive in the organization. Whereas, if an organization is already assigned the highest ratings, other highly deserving employees may be forced into lower performance rating categories (Peter, 2004). This requires a stable climate within the organization to accept them so that they are not excluded by the ratings and so that the ratings themselves do not become more important than exchanging experiences and giving and receiving comments (Rao, 2004). Performance ratings are one of the oldest and most comprehensive management practices and functions. It refers to all formal procedures used in organizations to evaluate employee contributions, personalities, and capabilities (Sharad et al., 2008).

Forced Distribution
Forced distribution is a method for organizations to distribute evaluations that are created using any other evaluation method and to compare employee assessments in the working group. Using the forced distribution method, employee performance ratings are distributed over a bell-shaped curve (John & Robert, 2010). Christopher & Edward (2011) mentioned that Forced distribution has many advantages. As it allows employees to obtain a high evaluation by forcing the supervisor

to compare them with their direct colleagues instead of using vague concepts about what is happening in other parts of the organization. In many organizations, forced distribution is seen as guidance, and evaluations are challenged if the distribution is not consistent with expected performance (Raymond, 2007).

Forced Ranking

Dick Grote (2005) mentioned that the important reason when performing forced ranking stems from the frustrations surrounding traditional performance appraisal systems in many organizations, as forced ranking can be based on independent verification of performance appraisal data. Tony and Adrian (2021) because forced rating can offer something so valuable, that better performance appraisal systems with accurate comparisons between departments evaluate larger groups, and with criteria that can be applied equally across a variety of jobs. Force distribution or force ranking. The phrase "forced arrangement" is sure to worry most managers and lead to heated debates among human resources leaders. Such forced distribution or classification is considered a legitimate addition to the performance management process, with ongoing knowledge to support it (Marc & Miriam, 2010).

Quota Systems

The principle of merit at work, if verified, can through the introduction of quota systems, lead to more allocative justice and fairness among employees. Quotas are regulations that specify that certain groups of employees must be represented to a certain extent to achieve effective equality between them in the system (Ralf et al., 2014). The performance measures and goals contain a numerical ratio, and because of that, a quota system was established mainly in the institutions. However, the way performance measures, objectives, and performance standards are emphasized (United States Congress House et al., 1999). Meyer & Bidwell, (2014) says some studies have shown that when specific and difficult goals are set, it leads to an increase in employee productivity. Goal-setting is really important in any company since we see quota systems that work in the short term, they usually work at the micro-level as long as the company has set good, extended, and actionable goals.

Continuous monitoring of performance and progress

Monitoring means to "observe" or to "check performance". Monitoring is an ongoing process of gathering information using performance measures to measure the process. Monitoring accepts the design of the strategy measuring progress and performance and identifies successes or failures as early as possible (EcoPlan International Inc, 2005). Performance evaluation in organizations should be a continuous and flexible process that includes managers and those who manage them as they are considered partners within a framework that determines how they can work together professionally to achieve the desired results (Akampurira, 2013). Monitoring is the continuous assessment of progress and performance for improvement. The evaluation is the final evaluation to know the shortcomings and to know the extent of the benefit (Britha, 2005).

Performance evaluation – Appraisal

The hotel industry has its characteristics as is the case with other industries, which are linked to the provision of hotel products, and therefore the policy used to evaluate the hotel's performance must reflect the activities, services provided, and types of products (Chen, 2010). Evaluating team performance within organizations requires consideration of individual employee contributions

versus group contributions. Because managers evaluate the team product as a whole, they assume that every member of the organization has contributed equally to the group product (Carolyn et al., 1997). Performance appraisal has two primary purposes, namely employee appraisal and employee performance improvement. For most companies, when evaluating performance, the evaluation process for administrative goals performs the process of evaluating employee performance (Robert et al., 1996).

Providing Feedback
Effective performance management in organizations requires that you take the context in which operations occur. Also, performance management must start well before the performance of workers and managers to see feedback (Brian and Robert, 2014). Whether the employee's awareness of the tasks assigned to him is accurate or not, is just as important as achieving the ultimate goal of improving performance. Optimization is more likely to succeed if development comments are treated as feedback in a problem-solving session (Ricky, 2006). Jane and Lisa, 2014 mentioned that feedback is of essential importance to employees on the job, but the feedback itself is anomalous. On the one hand, feedback on job performance is essential in an organization for the development, and improvement of performance.

Research Hypotheses
H1: There is a relationship between the main reasons for implementing performance management techniques and obtained benefits of techniques setting that fit hotel performance.

H2: There is a relationship between obstacles to implementing performance management techniques and managerial decisions for improving performance.

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, Therefore, the total completed forms (317) were addressed to department managers. These dimensions used a five-point Likert-type scale ranging from "1=strongly disagree" to "5= strongly agree" to score the res data was analyzed statistically by Statistical package for social sciences program "SPSS" to obtain descriptive analysis and to 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 performance management techniques	4	0.951	0.975
Characteristics of hotels	9	0.958	0.978
Benefits of using performance management techniques	9	0.952	0.975
Managerial decisions for improving performance	10	0.957	0.978
Obstacles that may hinder the proper application of performance management techniques to improve performance	5	0.953	0.976
Overall Total Scale	**37**	**0.954**	**0.976**

Previous Table (1) indicated that the coefficient of Cronbach's alpha for all constructs of the questionnaire had relatively high alpha coefficient scores (95.4%). On the other hand, the overall validity coefficient of all constructs of the study is (97.6%). Since most of the constructs of the questionnaire had relatively high scores of reliability and validity coefficient, it can be assured that the used items included in the questionnaire are valid to measure.

Descriptive statistics
The managers' demographic, reasons for implementing management techniques, Benefits of using management techniques, Managerial decisions for improving performance, suggestions for overcoming difficulties, and Obstacles that may hinder the proper application of management techniques to improve performance 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%
Total	**500**	**100%**
Education	**Frequency**	**Percentage**
Bachelor	309	97.5%
Master	7	2.2%
Ph.D.	1	0.3
Total	**317**	**100%**
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%

Total	**317**	**100%**

Table (2) illustrates there were (3.2%, n= 10) of respondents female and (96.8%, n= 307) 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 Masters' degree (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

Hotel's manager position	Frequency	Percentage
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
Total	**317**	**100%**
Hotel's management pattern	**Frequency**	**Percentage**
Chain- management contract	175	55.2%
Chain- franchise	35	11.0%
Independent	107	33.8%
Total	**317**	**100%**
Hotel's room numbers	**Frequency**	**Percentage**
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%
Total	**317**	**100%**

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 work in hotels from 400 to 500 rooms. (14.2%, n= 45) of respondents who work in hotels had more than 500 rooms.

Reasons for implementing performance management techniques
The mean score of hotel managers' perception of reasons for implementing management techniques 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 performance management techniques.

Reasons for implementing performance management techniques	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	244	77.0	73	23.0	317	100	4.23
Relate individual performance to organizational goals	0	0.0	0	0.0	1	0.3	259	81.7	57	18.0	317	100	4.18
Enhance communications between superior and subordinate	0	0.0	0	0.0	0	0.0	182	57.4	135	42.6	317	100	4.43
Serve as a device for organizational control and integration	0	0.0	0	0.0	0	0.0	250	78.9	67	21.1	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 performance management techniques (4.26). In terms of reasons for implementing management techniques. The first reason measure and judge performance. (77.0%, n= 244) of respondents agreed, and (23.0%, n= 73) of respondents were 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 enhance communication between superior and subordinate. (57.4%, n= 182) of respondents agreed, and (42.6%, n= 135) of respondents 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 techniques
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 techniques.

Table (5): Benefits of using performance management techniques

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	0.0	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	0.0	224	70.7	93	29.3	317	100	4.29
Reducing roles ambiguity in the hotel	0	0.0	0	0.0	0	0.0	247	77.9	70	22.1	317	100	4.22

Improved communication between the teamwork and the manager	0	0.0	0	0.0	0	0.0	188	59.3	129	40.7	317	100	4.41
Help to improve organizational structure	0	0.0	0	0.0	1	0.3	244	77.0	72	22.7	317	100	4.22
Device for organizational control	0	0.0	0	0.0	0	0.0	254	80.1	63	19.9	317	100	4.20
Career development of the hotel employees	0	0.0	0	0.0	0	0.0	208	65.6	109	34.4	317	100	4.34
Result-based performance evaluation	0	0.0	0	0.0	0	0.0	235	74.1	82	25.9	317	100	4.26
Stimulating the motivation of the employees	0	0.0	0	0.0	0	0.0	216	68.1	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 techniques helps to improve performance. (74.1%, n= 235) of respondents agreed, and (25.9%, n= 82) of respondents strongly agree. The second benefit of using management techniques 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 techniques 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 techniques is improved communication between the teamwork and the manager. (59.3%, n= 188) of respondents agreed, and (40.7%, n= 129) of respondents were strongly agree. The fifth Benefit of using management techniques helps 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 agree. The sixth Benefit of using management techniques devices for organizational control. (80.1%, n= 254) of respondents agreed, and (19.9%, n= 63) of respondents strongly agree. The seventh Benefit of using management techniques Career development of hotel employees. (65.6%, n= 208) of respondents agreed, and (34.4%, n= 109) of respondents strongly agree. The eighth Benefit of using management techniques Result based on performance evaluation. (74.1%, n= 235) of respondents agreed, and (25.9%, n= 82) of respondents strongly agree. The ninth Benefit of using management techniques stimulating the motivation of the employees. (68.1%, n= 216) of respondents agreed, and (31.9%, n= 101) of respondents strongly agree.

Managerial decisions for improving performance

Table (6): Managerial decisions for improving performance

Managerial decisions for improving performance	SD		D		N		A		SA		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
Set objectives at the group action	0	0.0	0	0.0	0	0.0	250	78.9	67	21.1	317	100	4.21
Pay more attention to providing training courses for employees to improve performance on an ongoing basis	0	0.0	0	0.0	0	0.0	251	79.2	66	20.8	317	100	4.21
Feedback and coaching should be at different times	0	0.0	0	0.0	0	0.0	207	65.3	110	34.7	317	100	4.35
Upgrade the workers in the hotel	0	0.0	0	0.0	0	0.0	229	72.2	88	27.8	317	100	4.28
Applying motivational assessment	0	0.0	0	0.0	1	0.3	178	56.2	138	43.5	317	100	4.43
Lay off some workers because of the incompetence	0	0.0	2	0.6	45	14.2	225	71.0	45	14.2	317	100	3.99
Recognize good work for the staff	0	0.0	0	0.0	0	0.0	228	71.9	89	28.1	317	100	4.28
The priority in the recruitment of workers with degrees in hospitality	0	0.0	0	0.0	0	0.0	255	80.4	62	19.6	317	100	4.20
An increase in salaries and incentives for the stability of hotel staff	0	0.0	6	1.9	19	6.0	246	77.6	46	14.5	317	100	4.05
Let the subordinates develop their own goals	0	0.0	0	0.0	0	0.0	255	80.4	62	19.6	317	100	4.19
Overall Mean													4.21

It's observed from the previous table (6) that the overall mean was (4.21). In terms of managerial decisions for improving performance. The first decision set objectives for the group action. (78.9%, n= 250) of respondents were agree, and (21.1%, n= 67) of respondents strongly agree. The second decision pays more attention to providing training courses for employees to improve performance on an ongoing basis. (79.2%, n= 251) of respondents were agree, and (20.8%, n= 66) of respondents strongly agree. The third decision feedback and coaching should be at different times. (65.3%, n= 207) of respondents were agree, and (34.7%, n= 110) of respondents strongly agree. The fourth decision upgrade the workers in the hotel. (72.2%, n= 229) of respondents were agree, and (27.8%, n= 88) of respondents strongly agree. The fifth decision applying motivational assessment. (0.3%, n= 1) of respondents were neutral, (56.2%, n= 178) of respondents agreed, and (43.5%, n= 138) of respondents were strongly agree. The sixth decision lay off some workers because of incompetence. (0.6%, n= 2) of respondents disagree, (14.2%, n= 45) of respondents were neutral, (71.0%, n= 225) of respondents agreed, and (14.2%, n= 45) of respondents strongly agreed. The seventh decision Recognize good work for the staff. (71.9%, n= 228) of respondents

were agree, and (28.1%, n= 89) of respondents strongly agreed. The eighth decision is the priority in the recruitment of workers with degrees in hospitality. (80.4%, n= 255) of respondents were agree, and (19.6%, n= 69) of respondents strongly agree. The ninth decision was an increase in salaries and incentives for the stability of hotel staff. (1.9%, n= 6) of respondents disagreed, (6.0%, n= 19) of respondents were neutral, (77.6%, n= 246) of respondents agreed, and (14.5%, n= 46) of respondents strongly agreed. The tenth decision let the subordinates develop their own goals. (80.4%, n= 255) of respondents were agree, and (19.6%, n= 69) of respondents strongly agree.

Obstacles that may hinder the proper application of management techniques to improve performance

Table (7): Obstacles that may hinder the proper application of management techniques to improve performance.

Obstacles that may hinder the proper application of performance management techniques to improve performance	SD		D		N		A		SA		Total		Mean
	F	%	F	%	F	%	F	%	F	%	F	%	
Lack of support from top management	0	0.0	0	0.0	0	0.0	236	74.4	81	25.6	317	100	4.25
Failure to teach the philosophy of the hotel	0	0.0	0	0.0	0	0.0	208	65.6	109	34.4	317	100	4.34
Lack of adequate skills and training	0	0.0	0	0.0	0	0.0	240	75.7	77	24.3	317	100	4.24
Lack of follow up	0	0.0	0	0.0	0	0.0	268	84.5	49	15.5	317	100	4.15
Difficulty in the achievement of group goals	0	0.0	0	0.0	1	0.3	245	77.3	71	22.4	317	100	4.22
Overall Mean													4.24

It's concluded from the previous table (7). The overall mean where (4.24). In terms of Obstacles that may hinder the proper application of management techniques to improve performance. The first Obstacle that may hinder the proper application of management techniques to improve performance Lack of support from top management. (74.4%, n= 236) of respondents were agreed, and (25.6%, n= 81) respondents were strongly agreed. The second obstacle that may hinder the proper application of management techniques to improve performance is the failure to teach the philosophy of the hotel. (65.6%, n= 208) of respondents were agree, and (34.4%, n= 109) of respondents strongly agree. The third obstacle that may hinder the proper application of management techniques to improve performance Lack of adequate skills and training. (75.7%, n= 240) of respondents were agree, and (24.3%, n= 77) of respondents strongly agree. The fourth obstacle that may hinder the proper application of management techniques to improve performance Lack of follow-up. (84.5%, n= 268) of respondents agreed, and (15.5%, n= 49) of respondents strongly agree. The fifth Obstacle may hinder the proper application of management techniques to improve performance Difficulty in the achievement of group goals. (0.3%, n= 1) of respondents

were neutral, (77.3%, n= 245) respondents agreed, and (22.4%, n= 71) 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, as can be discussed as follow:

Relationship between performance management techniques and benefits of implementation that fit to hotel performance
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 management techniques and benefits of implementation that fit hotel performance

	Variable		main reasons for implementing management techniques	Benefits of implementing management techniques
Spearman	The Main reasons for implementing performance management techniques	Correlation Sig. N	1.000 317	0.759** 0.000 317
	Benefits of implementing performance management techniques	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 relationship between the main reasons for implementing performance management techniques and obtained benefits of techniques setting that fit to hotel performance. "Relationship between obstacles of implementing performance management techniques and managerial decisions for improving performance.
It is clear from the following Table (8), there is a strong, positive (0.733), and highly significant correlation at (0.01) level between obstacles of implementing management techniques and managerial decisions for improving performance.

Table (8): Relationship between obstacles of implementing performance management techniques and managerial decisions for improving performance

	Variable		Obstacles of implementing management techniques	Managerial decisions for improving performance
Spearman	Obstacles of implementing performance management techniques	Correlation Sig. N	1.000 317	0.733** 0.000 317
	Managerial decisions for improving performance	Correlation Sig. N	0.733** 0.000 317	1.000 317
** Correlation is significant at the 0.01 level (2-tailed)				

The previous results support the second hypothesis (H2) that said, "There is a significant relationship between obstacles of implementing performance management techniques and managerial decisions for improving performance ".

Conclusion

Based on the data obtained from the questionnaire, it can be concluded that For sake of continuity and competitiveness, the achievement of future goals must be linked to performance, as it is considered good practice for hotel management. Because it ensures achieving the objectives set when paying attention to performance from the beginning and thus leads to making the right decisions within the hotel establishment. Developing a high-performance culture in hotels by clearly setting work expectations and communicating with everyone to ensure success in achieving business goals and facilitating improved overall performance. Keeping employees abreast of their progress toward achieving goals and proposing corrective actions for not achieving performance. In this study, the main objective is to evaluate the impact the senior management Performance through using management techniques in hotels, continuous monitoring performance and progress, performance evaluation, evaluation advantages of management techniques, performance planning, components of manager's performance systems, and techniques for assessment of performance. This study showed that the hotels which implemented management techniques 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 techniques. 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 results show the first important managerial decision for improving performance was, Applying motivational assessment.

Recommendations

1- To obtain better performance during the process of achieving targets, managers must evaluate the performance of employees before assigning in objectives, to determine the compatibility of the employee's performance with the objective assigned.

2- It must be taken into account when judging performance, that good performance is the one who achieved the targets requested, and not relies on an individual judgment from some managers praising the skill of some hotel employees.

3- Hotels must take into consideration changing management techniques in proportion to the performance of employees because performance differs from one person to another because it is considered a strategic management model aimed at improving organizational performance.

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استخدام تقنيات إدارة الأداء في فنادق الخمس نجوم لتحسين أداء الإدارة العليا

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تطورت إدارة الضيافة بشكل كبير في الجيل الأخير ، وهناك طرق لمعالجة الأداء التي تشمل التوازن الضروري بين مستوى الاداء الفعلي والتفاعل الشخصي. حيث يتم استخدام تقنيات ادارة الاداء بشكل أساسي كأداة للتخطيط الاستراتيجي وتحفيز الموظفين وتحسين الأداء. والغرض منه هو تحسين الاتصال بين المرؤوسين والإدارة، وزيادة فهم الموظفين لسياسة الفندق وأهدافه ، وتركيز جهود الموظفين على الأهداف التي حددتها المنظمة، وتوفير صلة بين الأجور والأداء. من العوامل المهمة لتحسين الأداء ، تركيزه على النتائج النهائية التي يحققها المرؤوسون بدلاً من الأنشطة العادية التي يتم إنجازها في وظائفهم. يعتمد نجاح تحقيق الأهداف في الفنادق على ممارسات الأداء الجيدة التي تعتمد على الالتزام ومشاركة المديرين والموظفين في تحديد الأهداف المستقبلية. حيث يلعب المديرون دور القيادة في العملية برمتها من خلال تحديد الاتجاهات في درجات الإدارة الادنى والعمل كنماذج يحتذى بها للموظفين. لأن مسؤوليتهم هي تصميم السياسات التي تضمن الأداء الفعال في الفندق، وتحديد القيم الأساسية المتعلقة بالأداء والعمل وفقًا لها ، يلعب المديرون دورًا حيويًا حيث ان الأداء الجيد مفيدًا في تحقيق أهداف الفندق. من أجل تحقيق أهداف الدراسة. استهدف فنادق الخمس نجوم بشرم الشيخ. تم تسليم استمارات الاستبيان إلى (5) مديري أقسام فى 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 تقنيات الادارة وتاثيرها على الاداء.

الكلمات المفتاحية: تحسين الأداء، تقنيات الإدارة ، مهارات التواصل، تخطيط استراتيجي، جهود الموظفين ، ممارسات الأداء