Measuring the Level of Employees Performance in Cairo's Hotel Chains: An Analytic Study

Khalaf A. K. Moftah[1]   **Mohamed T. A. Abdelmawgoud[2]**
Muhammad Abd El Monem Ebraheem Abd El Salam[2]

[1] Hospitality Management Department, the Higher Institute for Tourism and Hotels in Alexandria (EGOTH)
[2] Hotel Management Department, Faculty of Tourism and Hotels, Minia University

Abstract

This research aims to measure the level of employee performance in hotel chains. Consequently, the methodology is analytic. The population of this research included the staff of Cairo's five-star hotels in Egypt; it distributed 385 questionnaires about 302 valid questionnaires based on a random sample. The results revealed that the level of employee performance in Cairo's five-star hotels is 3.98 out of 5. This value refers to the high level with a 16.87 % coefficient of variance. Furthermore, the dimensions of work amount, commitment, and work quality affect the level of employee performance. Where there is a very high positive correlation between the level of employee performance level with the achieved work amount dimension followed by the commitment dimension and finally the work quality dimension. This research recommended hotel management must ensure that appropriate environments for increased work performance to survive and grow, particularly in a competitive global market, and improve productivity and work quality of the hotel; Finally, performance level should be one of the criteria for selecting leaders within hotels because it reflects positively on the level of performance of hotels in general and employees performance in particular.

Keywords: Employees performance, hotel chains, work quality, commitment, working quantity

Introduction

The importance of employee performance (EP) in the hotel industry has grown more significant than in any other sector since the hotel sector primarily depends on its employees and is a labor-intensive sector that relies largely on human interaction or activities (Heck & Marcoulides, 1993). The employees are in direct contact with the customers, thus if they do a good job, the customers will be happy (Rothwell *et al.,* 2007). The most important aspect of hotel management in the hospitality and tourism sector is managing employee performance (EP) because EP affects a hotel's productivity, profits, market position, and sales. A hotel's success or failure is largely dependent on the caliber of quality work and the quantity of work its employees deliver (Alfand, 2020).

Therefore, employees are the most important element in the hospitality industry. So, organizations seek to achieve higher levels of performance and continuous development (Faraj et al., 2021). Organizations should prioritize generating strategic intelligence and make attempts to improve ongoing performance (Berges *et al.,* 2021). From the guest's point of view, employees are essential dimensions of a service organization because they are usually the first point of contact in the service encounter (Mulyati *et al.,* 2023). Hotel chains play an important part in the hospitality industry. As dynamic entities, they share the characteristics of global organizations and distinguish themselves as service-sector corporations (Ivanova &

Ivanov, 2015a). Today, hotel chains are the foundation of the global tourism industry; there are multiple hotel chains in the country (Ihsan, 2021). As a result, the studies of Abujuladayah (2018), Maria *et al*., (2021), Solihah *et al.,* (2021), Kristiadi *et al.,* (2022), Hidayati (2022), and Farida (2022) highlighted the importance of measuring the level of employee performance. In specific, the fundamental issue in Egypt is the wide disparity in employees' performance indices in hotels (Khlifha, 2023). There is a shortage and scarcity of studies that dealt with performance indicators in hotel chains. Consequently, there are shortcomings in the indicators of the level of employee performance in hotel chains in Egypt, this prompted the researchers to adopt and study this research point. The researchers seek through this research to achieve the main goal, which is to measure the level of employee performance in hotel chains in Cairo.

Literature Review

Employee Performance Concept

Human resources are one of the resources that most influence an organization's success or failure (Jumady *et al*., 2021). To ensure their continued existence and growth, organizations must effectively manage their human resources. Successes in organizational operational processes are largely determined by the quality of human resource management (Gasmadia & Hamzah, 2022). To encourage employee performance, organizations need human resources with specialized knowledge and talents in line with the organization's goals and missions (Herfiansyah, 2023); to produce well work standards as a reference point when contrasting what was completed with what was anticipated (Sutaguna *et al*., 2023).

Employee performance is defined as a person's achievement at work, and it is a very crucial factor in organizations (Arjana & Dewi, 2016). It may be argued that performance is the result of an individual job done appropriately under the obligations assigned in a specific time frame (Setyowati & Sofingi, 2022). Moreover, employee performance is defined as how much an employee gives to the firm in terms of quantity, quality, time duration, work attendance, and cooperative behavior (Fouda, 2023*). The study of Vasić & Petrović (2023) argued that employee performance is the result of work in terms of the quality and quantity achieved by the employee in the performance of his duties as per the responsibilities assigned to him. Performance is the result of work produced by an employee that is understood to additionally accomplish desired objectives because each employee has a different degree of ability and approaches his work differently.

Employee performance is defined as the efficiency of individual work that indicates the degree of completion of assignments under organizational expectations (Mohsen & Monem, 2017). Moreover, employees' performance is defined as the result of work in quality, quantity, and Job commitment reached by an individual in carrying out jobs allocated to the employee in line with pre-established standards or norms (Perera, 2022; Boubes & Kabalan, 2022; Vasi & Petrović, 2023; Alkharabsheh *et al.,* 2023). In addition, performance is the degree to which tasks are completed successfully and the capacity to meet established goals (Putra & Adrian, 2022). These limits mean that the performance is declared good and successful if the desired goals can be achieved properly (Priono & Yuliannisa, 2022; Fouda, 2023). Moreover, employee performance is the result of the quality and quantity of the employee's work in performing his duties per the responsibilities assigned to him in the workplace; is one of the most important aspects that change the achievement of organizational goals if the employee's performance is greater or better, and vice versa if the employee's performance is poor (Jamaludin & Subiyanto, 2023; Mubarok & Suparmi, 2023).

Employee Performance Importance

The topic of employee performance is significant to the departments and officials of any organization as it provides a mechanism or means by which organizations can accomplish their objectives, even if they are service or productive (Jerry & Souai, 2014). The success of the organizations is, therefore, the product of the involvement of the group of efforts made by the workers and their level of productivity the willingness the performance of the tasks appointed to them (Abujuladayah, 2018). Performance is a mirror that represents the status of organizations and individuals employed in it and is the relationship between actions and achievement in delivering value-driven results that enable the company and its employees to remain competitive (Alhabib & Alsultan, 2021). This explains the interest of all senior management in the success of their employees (Sugiyanta *et al*., 2021). The key approaches to enhancing the level and consistency of staff performance are the procedures practiced by human resources management in these organizations (Almakhadmah, 2020).

Employee Performance Measurement

Performance indicators include input, output, outcomes, benefits, and effects (Aini, 2019). performance indicator needs to be clear and detailed, measurable objectively, qualitatively, and quantitatively, deal with relevant issues, be significant and valuable, be adaptable to changes in implementation, and be successful or efficient (Mulyat *et al.,* 2023). Several previous studies (Destiant *et al.,* 2021; Arwab *et al.,* 2022; Purwanto *et al.,* 2022; Kristiadi *et al.,* 2022). Used two main dimensions of performance quality of work, and Amount of work. In addition, the studies of Abujuladayah (2018), Farida (2022), and Mubarok (2023) which includes both the standards of actual performance outputs and behavioral standards of employee performance represented in the quality of work, Amount of work, and job commitment.

Work Quality Dimension

Organizations strive to improve the quality of their services and provide value by using their resources (Aljarrah, 2021). Quality of work means the lack of errors while doing work (Al-Habib & Al-Sultan, 2021). Usually, quality includes internal measures like shrinking; number rejected and faults per unit, in addition to outside evaluations like customer happiness or a calculation of how frequently customers reorder, each employee in the organization must meet certain requirements following the quality required by organizations (Sitepu *et al.,* 2021). The quality of work achieved is mainly based on conformity and determined requirements such as accuracy and skill (Djawa, 2021; Maria *et al.,* 2021). Finally, the quality of work emphasizes the effectiveness and efficiency of employees in completing their work (Purwanto *et al.,* 2022).

The level of precision and proficiency within this framework is the conformity of performance outputs (service and goods) to the specifications specified by the management or within the international specifications (approved quality standards), as well as measures the freedom of performance from errors during implementation (Blyton *et al*., 2017). As well as the degree of creativity and innovation of employees (Sirna *et al.,* 2021). Quality expresses the level of performance and is connected to all organizational activities of the work provided by the employees (Alowna, 2021). It is an expression of the individual's commitment to certain levels of performance that contribute to the provision of a service or good that is acceptable to the management and at the same time satisfies the clients of the organization (Purwanto *et al.,* 2022). The focus of the service industry should be on service quality (Parasuraman *et al.,* 1991). Quality of service, responsiveness, and service speed are all factors that have been determined to be important in employee performance behavior (Poudel, 2019).

Several factors affect the level of performance. In specific, the speed of service is one of the important determinants of the performance of workers in hospitality establishments (Moussa *et al.,* 2015), where the waiting time for service affects customer satisfaction, so the longer the waiting time, the higher the level of customer dissatisfaction (Abdelmawgoud *et al.,* 2016). In addition, there is a great discrepancy in performance indicators among five-star hotels in Cairo, and the level of this discrepancy in performance varies according to several factors, including the gender and nationality of the hotel manager, and the type of hotel chain. The best performance was in favor of female directors, international chains, and Egyptian directors (Abdelmawgoud & Abd El Salam, 2022). Finally, managers must put in place a set of managerial procedures to improve operational and financial performance indicators to maximize profit rates in hotels (Abdelmawgoud, 2022).

Achieved Work Amount Dimension
The quantity of work done in a specified period, such as achieving targets, completing work on time, and working discipline (Sirna *et al.,* 2021). In addition, work is expressed in terms such as the number of units, and the number of activities cycle completed (Arwab *et al.,* 2022). The quantity of work may be seen from the amount of work can and the usage of time (Sitepu *et al.,* 2021; Kristiadi *et al.,* 2022). This can be seen from the results of employees' work in using a certain time and speed in completing their duties and responsibilities (Purwanto *et al.,* 2022). Moreover, the number of quantities produced by an individual or group as a standard of work, and performance measured by the output target, work according to the number of activities completed (Destianti *et al.,* 2021; Purwanto *et al.,* 2022). Work productivity is crucial in determining the company's long-term continuity (Mulyati *et al.,* 2023).

Employee productivity can be defined as the ratio of employee participation per unit of time and the results obtained in this sense shows that there is a relationship between work results and the time needed to produce products from an employee (Mulyati *et al.,* 2023). The quantity of work that a single employee can complete under typical working conditions in the allotted time by putting forth the necessary physical and mental effort and expressed the speed of performance or the quantitative dimension of the energy exerted, and thus the work and quantity did (Mumen, 2020; Alhabib & Alsultan, 2021). The amount of work completed in a given time, such as meeting targets, completing tasks on time, and maintaining work discipline (Sirna *et al.,* 2021). The quantity of work can be seen from the amount of work and the use of time (Sitepu *et al.,* 2021). This can be seen from the results of employees' work in using a certain time and speed in completing their duties and responsibilities (Destianti *et al.,* 2021; Arwab *et al.,* 2022; Kristiadi *et al.,* 2022).

Work expressed in terms such as the number of units produced, or the number of activity cycles completed; has stated that this indicates the number of quantities produced by an individual or group as a standard of work. Performance is measured by the output target and work according to the number of activities completed (Purwanto *et al.,* 2022). Finally, to increase the productivity of work, it is vital to assess work targets which consist of aspects of quantity, for example, the number of achievements in a certain volume of units or sizes, quality, and quality achievements by predetermined standards (Mulyati *et al.,* 2023).

Commitment Dimension
Employee commitment is a crucial issue since it can be used to predict performance and more commitment can help increase productivity (Do & Lu, 2015). Furthermore, examining employee commitment is crucial because motivated people are less likely to hold back and more willing to try new things to perform above and beyond expectations. Organizations value employees' commitment because it is typically assumed that it reduces leave behavior

(Nguyen, 2020). Given this, employees with a high degree of commitment usually feel great content and satisfaction in their professions, in contrast to employees who become less dedicated to the organization and will shift their dedication in other directions (Doe *et al.,* 2020). Employees' commitment has a positive effect on the job and psychological performance; it is also the staff that is loyal and proud of and loves the organization to help the organization make happen big job Goals through customer satisfaction and retention productivity and efficiency to achieve. There are three components of commitment to the organization: a great desire to be a member of the organization, and the desire to achieve the organization's goals. And the willingness to do the best for the organization (Adekoya & Fapohunda, 2022). Finally, the level of each type of job commitment varies from one organization to the next depending on the nature, size, and working circumstances of the organization (Amehule, 2022). Employees who are more committed to the company are seen as being more responsible, more productive, more empathetic, more devoted to their jobs, and more content with their work (Jumah & Nthiga, 2022).

Methodology

This research aims to measure the level of employee performance in hotel chains. Consequently, the methodology is analytic. The population of this study included the staff of Cairo's five-star hotels in Egypt, as the number of five-star hotels is 20 hotels in Cairo (Idsc, 2023). This research was based on the method of the random simple sample. The number of staff is unlimited. Therefore, the researchers used the equation of Thompson for the unlimited population to determine the size of the sample as follows:

$$n = p(1-p)/(\frac{d}{z})^2$$

Where:

p = Probability of achieving the characteristic studied in the population (0.5)
z = Confidence level of 95 % (1.96)
d = Error Proportion (0.05)
n = Sample Size (385)

This means 385 or more questionnaires are needed to have a confidence level of 95% that the real value is within ± 5% of the measured/surveyed value. Since the expected rate of the population's response to the questionnaire is 50%, the number of distributed questionnaires will be twice the size of the sample, based on the Thompson equation. For research design, the research tool is a questionnaire that is used to collect data, and it is distributed to the staff of Cairo's five-star hotel chains in Egypt. The researchers, based on the studies of Priansa (2014), Engetou (2017), Abujuladayah (2018), Yee (2018), and Farida (2022), build a model to measure the level of employee performance using a five-point Likert scale method. This model consists of three dimensions: work quality, worker quantity, and job commitment. The hypotheses of this research include:

H.1 There is a statistically significant correlation between the level of work quality and the employee performance level.

H.2 There is a statistically significant correlation between the level of achieved work amount and employee performance.

H.3 There is a statistically significant correlation between the level of job commitment and the employee performance level.
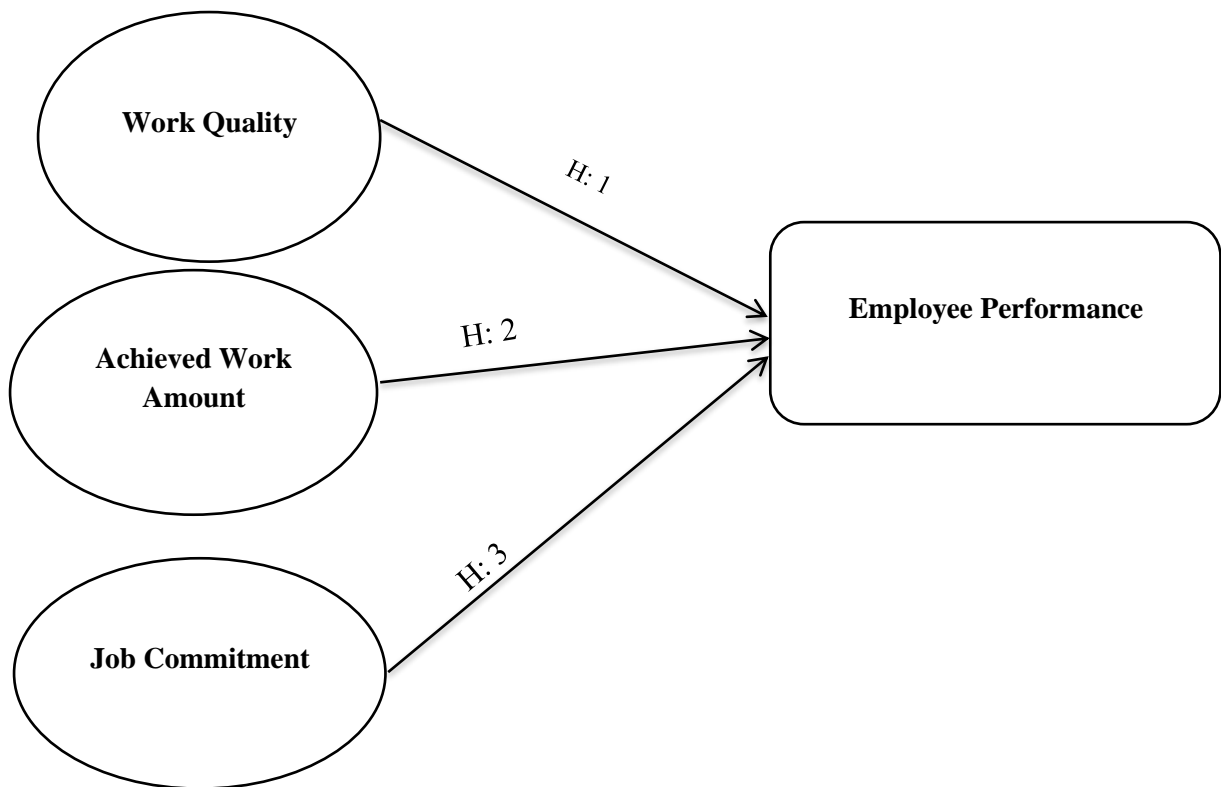
Figure (1): The conceptual framework of research

Results Discussion

This research analyzes the study data and discusses the study results. It used the SPSS software (V. 25) to analyze the questionnaire data. The scale reliability was conducted by Cronbach's alpha and the scale validity by factor analysis to ensure the quality of research tools. In addition, descriptive statistics, spearman correlation, and regression were conducted to analyze research data to achieve the research's aim. The researchers distributed 385 questionnaires and the valid are 302. The following table displays the frequency of respondents' demographic data.

Table (1): The Frequency of Respondents' Demographics

No.	Factors	Items	Frequency	Percent
1	Gender	Male	191	63.2
		Female	111	36.8
2	Age	20 or less	7	2.3
		21-29	97	32.1
		30-40	129	42.7
		41-64	59	19.5
		65 and over	10	3.3
3	Scientific Qualification	Diploma or Secondary	21	7.0
		University	184	60.9
		Postgraduate	13	4.3
		Other	84	27.8
4	Years of Experience	Less Than One Year	56	18.5
		1-5	100	33.1
		6-10	74	24.5

		11-15	46	15.2
		16-20	18	6.0
		More Than 20	8	2.6
5	Job	General Manager	23	7.6
		Assistant General Manager	14	4.6
		Department Manager	62	20.5
		Employee	203	67.2
6	Department	Hotel management	37	12.3
		Food & Beverage Department	72	23.8
		Room Division Department	80	26.5
		Human Resource Department	58	19.2
		Other	55	18.2

Table (1) shows the frequency of demographic data for the research respondents. It turns out that most of the respondents are men (63.2%), of 30 to 40 years (42.7 %), university graduates (60.9 %), about 1 to 5 years of experience (33.1%), employees (67.2%), and room division department (26.5 %). The frequencies and percentages according to the study variables are as follows:

- **Distribution of the sample by age variable:** 2.3% were under the age of 20, while the lowest percentage, 32.1%, and were between the ages of 29-21. The largest percentage was 63.2%, who are between the ages of 30 and 40. 19.5% were aged between 41-64 years. While 3.3% are over the age of 65.
- **Distribution of sample members according to the scientific Qualification variable:** Those who have a diploma or secondary school by 7.0% while those who have a university qualification 60.9%, which is the largest value; this indicates that the study community is educated and reflects the nature of work within chains hotels in Cairo. Although postgraduate students were at 4.3%, which is the lowest percentage, those who have other degrees reached 27.8 %
- **Distribution of the sample according to the years of experience variable:** The largest percentage of the study sample has experience ranging from 1-5 years with a percentage of 33.1%. Followed by employees with 6-10 years of experience by 24.5%. It is also followed by employees whose experience is less than one year by a percentage of 18.5%. This is followed, respectively, by employees whose experience ranges between 11-15 years by 15.2%, which means that years of experience are not an important necessity for employees of chain hotels in Cairo. The researcher may disagree with that result because he believes that years of experience are extremely important for hotel employees in general and chain hotels in particular.
- **Distribution of the sample according to the job variable:** The largest percentage of the study sample are employees at 67.2% of the study sample size, while department managers came in second place with a percentage of 20.5%, while general managers came in third place with 7.6%, followed by assistant general manager with 4.6%. This shows that the staff is the backbone of the hotel.
- **Distribution of sample members by department variable:** The most studied departments in the study sample were the room division department a percentage of 26.5%, followed by the food & beverage department with a percentage of 23.8%. It is followed in third place by the human resource department with a percentage of 19.2%, followed in fourth place by the other department with a percentage of (18.2). Last came the general management of the hotel division with a percentage of 12.3%.

Table (2): The Normality Test of Employee Performance Level

No.	Statements	Statistic	Sig.	Status
1	Work Quality Dimension	0.122	0.000	Non-normal
2	Commitment Dimension	0.123	0.000	Non-normal
3	Achieved Work Amount Dimension	0.106	0.000	Non-normal
4	Employee Performance Level	0.087	0.000	Non-normal

The data in Table (2) refer to the normal distribution of data on the level of employee performance in five-star hotels in Cairo. According to the research sample, the data distribution is not normal using the Kolmogorov–Smirnov test. Accordingly, nonparametric tests are relied upon in the statistical analysis if the sample is less than 30 forms, but if the sample is significantly larger than 30 forms, it is possible to use the parametric tests in analyzing the study data.

Table (3): Validity and Reliability Analysis of Employee Performance Level.

No.	Statements	Validity (Factor Loading)	Reliability (Cornbrash's Alpha)
1	The hotel focuses on the quality of the Outputs from the operational procedures to evaluate the quality of the work by hotel employees' performance.	0.649	0.781
2	The hotel comes up with updated development in the quality services offered to clients.	0.732	0.755
3	The hotel makes standard comparisons between the performance levels and their capabilities.	0.70	0.739
4	The hotel management contributes to providing the necessary technical possibilities suitable for the completion of the work.	0.755	0.746
5	The hotel has the flexibility to face unexpected changes in the quality of the work done in highly competitive environments.	0.781	0.735
	Work Quality Dimension	**0.737**	**0.791**
6	The hotel is eager to inform its employees and inform them about the approved work regulations.	0.725	0.823
7	The hotel creates among employees constructive behavioral standards that have an impact on their level of dedication.	0.828	0.788
8	The hotel aims to foster an environment of high confidence in its personnel to impact their dedication to their work.	0.797	0.799
9	The hotel seeks to constantly renew its business values.	0.775	0.804
10	The hotel provides a suitable internal atmosphere that encourages employees to participate in decision-making.	0.773	0.808
	Commitment Dimension	**0.7796**	**0.837**
11	The hotel determines the dynamics of operational productivity according to market conditions and competition.	0.774	0.798
12	The hotel sets specific schedules and timings for the tasks assigned to employees.	0.810	0.783
13	The higher management at the hotel is interested in reviewing the amount of work output performed continuously.	0.774	0.796
14	The hotel creates an internal setting that enables employees' performance to provide the necessary quantitative results.	0.791	0.788
15	The hotel uses the performance scale to provide employees with feedback on the amount of work performed.	0.721	0.816
	Achieved Work Amount Dimension	**0.774**	**0.830**
	Grand Mean	**0.764**	**0.894**

Table (3) presents the validity analysis of the employee performance level scale using the factor analysis test. It was found that the validity level of the employee performance scale (0.764) is statistically acceptable, as it exceeds 0.6 as a degree of saturation for the scale statements. In addition, this table (3) presents the reliability analysis of the employee performance level scale using Cronbach's Alpha test. The reliability level of the employee performance scale (0.894) was found to be statistically acceptable, as it exceeds 0.6 as a degree of saturation for the scale statements.

Table (4): Descriptive Statistics of Employee Performance Level

No.	Tests		Employee Performance Level
1	Mean	Statistic	3.9776
		Std. Error	0.03862
2	95 % Confidence Interval for Mean	Lower Bound	3.9016
		Upper Bound	4.0536
3	5% Trimmed Mean		4.0206
4	Median		4.0667
5	Maximum		5
6	Minimum		1
7	Variance		0.450
8	Standard Deviation		0.67109
9	Skewness	Statistic	-0.995
		Std. Error	0.140
10	Kurtosis	Statistic	1.890
		Std. Error	0.280
11	Coefficient of Variance (%)		16.87
12	Normal Distribution	K-S: Kolmogorov-Smirnov	0.087
		Sig.	0.000
13	Validity	No. of Items	15
		Cronbach's Alpha	0.894

Table (4) shows descriptive statistics about the level of employee performance (EP) in five-star hotels in Cairo. The average EP level is 3.98 out of 5, and the standard deviation is 0.67109, this is considered a high level of mean. Additionally, the coefficient of variance for the employee performance level is 16.87 %; it is a statistically acceptable variance level.

Table (5): Descriptive Statistics of Employee Performance Level

No.	Statements	Mean		Std. Deviation	CV %	Level of Mean
		Statistic	Std. Error			
Work Quality Dimension						
1	The hotel focuses on the quality of the Outputs from the operational procedures to evaluate the quality of the work.	4.29	0.053	0.927	21.61	Very High
2	The hotel comes with updated development in the quality services offered to clients.	4.21	0.051	0.889	21.12	Very High
3	The hotel makes comparisons between the performance levels and their capabilities.	3.97	0.058	1.011	25.47	High
4	The hotel management contributes to providing the necessary technical possibilities suitable for the completion.	4.00	0.060	1.044	26.10	High
5	The hotel has the flexibility to face unexpected changes in the quality of the work in highly competitive environments.	3.81	0.061	1.066	27.98	High
	Mean of Work Quality Dimension	**4.06**	**0.042**	**0.73**	17.98	**High**
Commitment Dimension						
6	The hotel is eager to inform employees and inform them about the work regulations.	4.13	0.055	0.963	23.32	High
7	The hotel creates constructive behavioral standards that have an impact on employees' levels of dedication.	3.91	0.056	0.981	25.09	High
8	The hotel aims to foster an environment of high confidence in its personnel because this has a beneficial impact on their dedication.	3.95	0.060	1.046	26.49	High
9	The hotel seeks to constantly renew its business values.	4.00	0.063	1.094	27.35	High
10	The hotel provides a suitable internal atmosphere to encourage participation in decision-making.	3.84	0.067	1.163	30.29	High
	Mean of Commitment Dimension	**3.97**	**0.047**	**0.819**	20.63	**High**
Achieved Work Amount Dimension						
11	The hotel determines the dynamics of operational productivity according to market conditions and competition.	4.13	0.058	1.007	24.38	High
12	The hotel sets specific schedules and timings for the tasks assigned to employees.	3.82	0.064	1.105	28.93	High
13	The higher management at the hotel is interested in reviewing the amount of work output performed continuously.	3.93	0.065	1.123	28.58	High
14	The hotel creates an internal setting that enables employees' performance to provide the necessary quantitative results.	3.91	0.066	1.150	29.41	High
15	The hotel uses a performance scale to provide employees with feedback on the amount of work performed.	3.77	0.073	1.263	33.50	High
	Mean of Achieved Work Amount Dimension	**3.91**	**0.05**	**0.87**	22.25	**High**
	Grand Mean	**3.98**	**0.039**	**0.67**	16.83	**High**

According to Table (5), the overall mean of employee performance is 3.98 with a 0.67 standard deviation. This means that the overall mean is high. The table that the level of work quality dimension was high, as the average is 4.06 with a standard deviation of (0.73), and the level of phrases is high, as the averages ranged from 3.81 to 4.29. Phrase no. 1 came in the first place, which is the hotel focuses on the quality of the outputs of the operational processes to measure the quality of the work done by the hotel employees. With an average of 4.29 with a standard deviation is 0.927, which is a very high level. The phrase no. (2) Came second, which is the hotel copes with a renewed development in the quality of its services provided to customers. This is an average of 4.21 with a standard deviation of 0.889, which is also a very high level. This indicates that the hotels of the chains in Cairo focus on the quality of outputs by the staff very much and focus very much on the continuous diversity in the quality of services provided to customers to meet their stated and expected needs. Also, phrase no. 4 came in third place with an average of 4.00 with a standard deviation of 1.044 at a high level. Phrase (3) also came in fourth place with an average of 3.97 and a standard deviation of 1.011, which is also a high level. Finally, phrase 5 came out at the end with an average of 3.81 and a standard deviation of 1.066, which is also a high level. Where these results may agree with the results of Abujuladayah (2018), which showed that the level of quality of the work performed was high, as the average is 4.71 with a relative importance of 94.1%, and the level of phrases was high, as the averages ranged between 874 and 4.52. It also agrees with the results of Ferdinandusa (2020), Sitepu *et al.* (2021), Destianti *et al.* (2021), and Sirna *et al.,* (2021), which indicated that the level of performance of employees was at a good level.

The level of commitment among the employees was high, as the average was (3.97), and the level of phrases was high, the averages ranged between 3.84 and 4.13. Where she came at a high level in the first place is the phrase No. (1), which explains that the hotel is keen to inform its employees and inform them about the approved work regulations, followed in the ranking by a high level is a phrase no. (9), which is that the hotel seeks to constantly renew business values, with an arithmetic average of 4.00 and a standard deviation of 1.094. Then came the phrase No. 8 with an average (3.95) and a standard deviation (1.046) and finally came the phrase No, (7) with an average (3.91) and a standard deviation (0.981). Those two phrases came at a high level as well, and this indicates the commitment of employees to all the regulations and laws governing the work in chain hotels in Cairo came at a high level in confirmation of this, the researcher conducted personal interviews in this regard with senior management and the result was somewhat consistent with those previous results. These results are also consistent with the results of Abujuladayah (2018), where the mean was (4.73) with a relative importance of 94.61%, and the level of phrases was high, as the averages ranged from 4.59 to 4.79. Furthermore, the results agree with the studies of Sitepu *et al.* (2021), Marni (2019), and Alhabib & Alsultan (2021). It is also consistent with studies by Almakhadmah (2020), Amehule (2022), and Jumah & Nthiga (2022), which proved the compliance of employees with the regulations and laws of work inside the hotel.

It is noted that the achieved work amount Dimension was high, as the average is 3.91 with a standard deviation is 0.87 and the level of phrases came high, as the averages ranged from 3.77 to 4.13 and phrases no. (11) came in first place with an average of 4.13 and a standard deviation of 1.007, which indicates that the hotel determines the dynamics of operational productivity according to market conditions and the atmosphere of competition. Also, phrase no. (13) Followed successively with a mean of 3.93 and a standard deviation is 1.123, which indicates that the higher management at the hotel is interested in reviewing the amount of work output performed continuously. This is at a high level, as well as phrase no. (14), and in the end phrase No (12) came with an average of 3.82 with a standard deviation of 1.105. It is also a high level, and as mentioned at the beginning, all the phrases on the achieved work

amount dimension came up high. These results are consistent with the study by Abujuladayah (2018), which confirmed the amount of work same result, where the achieved was high, as the average is 4.72 with a relative weight of 94.40%, and the level of phrases was high, as the averages ranged from 4.53 to 4.85. It also agrees with the results of the study by Priansa (2014), and Farida, (2022), which confirmed the satisfaction of the organization on the amount of work produced by its employees by 80%. The results are also consistent with the study by Destianti *et al.* (2021), Marni (2019), Alhabib & Alsultan (2021), Sirna *et al.,* (2021), Sitepu *et al.* (2021), and Hartono *et al.* (2021).

It is that the employee performance dimensions (work quality, achieved work amount, and commitment) that the level of the performance of employees of the Cairo chain hotels was high level due to their clear understanding of their job tasks and the completion of their tasks in terms of quality and quantity required, and this is confirmed by the results of the phrases on the employee performance axis as a whole, which ranged from 3.89 to 4.29 with a 0.67 as a standard deviation. Finally, after the previous results of all three dimensions of employee performance, the level of performance of employees in chain hotels in Cairo is also high and most studies agreed with that result.

Table (6): The Relationships among Research Variables

No	Variable X	Variable Y	R	Sig	Correlation Type
1	Work Quality Dimension	Employee Performance Level	0.735**	0.000	High Positive Correlation
2	Commitment Dimension		0.809**	0.000	Very High Positive Correlation
3	Achieved Work Amount Dimension		0.831**	0.000	Very High Positive Correlation

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

Table (6) shows three dimensions which include respectively, (Work Quality dimension-commitment dimension-achieved work amount dimension) which measure the performance level of workers in chains hotels in Cairo, where there is a very high positive correlation between the level of employee performance level with the dimension of the achieved amount of work (r = 0.831) and commitment dimension (r = 0.809). Furthermore, there is a high positive correlation between the employee performance level and the work quality dimension (r = 0.735) at the 0.01 level; this shows that the achieved work amount of the dimension achieved the highest response rate compared to the other (R=0.735). This means that the employees maintain the amount of work that the employee can do in the hotel under normal circumstances and the speed of this achievement, according to the available work conditions and the tasks assigned to them, and that are compatible with their capabilities.

The correlation level between commitment dimension and employee performance is estimated at 0.809, at the second level. This indicates that the commitment of employees to appointments and working times, and their adherence to the policies, regulations, and laws of the hotel and the specific job behavior imposed on them; the work quality dimension ranked the third level in terms of employee performance dimensions at a 0.808. This indicates the employee's mastery of his work and the conformity of the actual performance with the performance planned by the senior management, considering work rules, conditions, and available capabilities.

Table (7): Regression among Employee Performance Level and Its Dimensions

No	Variable		R	R²	Adjusted R²	Standardized Coefficients Beta	a	b	Sig
	Independent	Dependent							
1	Work Quality	Employee Performance Level	0.735	0.609	0.608	0.781	1.069	0.717	0.000
2	Commitment		0.809	0.752	0.751	0.867	1.159	0.711	0.000
3	Achieved Work Amount		0.831	0.706	0.705	0.840	1.450	0.646	0.000

Table (7) shows the regression among the level of employee performance and its dimensions. About 60.9 % of the variance in the level of employee performance is caused by the work quality dimension, 75.2 % by the commitment dimension, and 70.6 % by the work amount dimension. Additionally, the dimensions of commitment (B = 0.867), work amount (B = 0.840) and work quality (B = 0.781) affect the level of employee performance

Conclusions
The mean of employee performance ranged from 4.04 to 4.07. This indicates the high level of mean for employee performance in five-star hotels in Cairo. The results indicated that about 25% of the total respondents specified that the employees' performance level is 3.6 a high level, about 50% of respondents indicated a 4.07 as a very high level), and 95% stated that the level of employee performance is 5 as a very high level.

The median value of the employee performance level in five-star hotels in Cairo is equal to 4 out of 5, and this indicates a high level. Furthermore, almost all the outliers were less than 2.5 out of 5. The mean employee performance level is 3.98 out of 5, it is a high level, with 0.67 as a standard deviation. Consequently, the coefficient of variance is 16.83 %, which is statistically acceptable. The dimensions of employee performance level are work quality (4.06) with a (0.73) standard deviation, commitment (3.97), with a 0.82 standard deviation, and achieved work amount (3.91), with a 0.87 standard deviation. They are at a high level. The overall average of employee performance dimensions is 3.98 with 0.67 as a standard deviation. This means that the overall average performance is high. It is also noted that the level of work quality dimension is high, as the average is (4.06) with a standard deviation of (0.73), and the level of phrases was high, as the averages ranged from 3.81 to 4.29. The level of commitment among employees was high, as the average is (3.97), and the level of phrases is high, as the averages ranged from 3.84 to 4.13. The level of achieved work amount dimension is high, as the average is (3.91) with a standard deviation of (0.87) and the level of phrases came high, as the averages ranged from 3.77 to 4.13.

There is a very high positive correlation between the level of employee performance level with the dimension of the achieved work amount (r = 0.831) and commitment dimension (r = 0.809). Furthermore, there is a high positive correlation between the level of employee performance and the work quality dimension (r = 0.735) at level 0.01. About 60.9 % of the variance in the level of employee performance is caused by the work quality dimension, 75.2 % by the commitment dimension, and 70.6 % by the work amount dimension. Additionally, the dimensions of commitment (B = 0.867), work amount (B = 0.840), and work quality (B = 0.781) affect the level of employee performance. Finally, this research stated the following hypotheses:

- There is a statistically significant high positive correlation between the level of work quality and the employee performance level.

- There is a statistically significant very high positive correlation between the level of achieved work amount and the employee performance level.
- There is a statistically significant very high positive between the level of job commitment and the employee performance level.

Recommendations
- Senior management should provide the latest technological developments that summarize employees' work and invest more time to face competition in the labor market.
- The hotel management should organize courses for employees to train them on how to use the available resources to achieve the required amount of work and Quality of work.
- Increase awareness of the importance of time because of its importance in achieving performance indicators, which are (Quality of work, Job commitment, and quantity of work).
- The management of the hotel must ensure that an appropriate environment for increased work performance is created to survive and grow, particularly in a competitive global market, and to enhance the productivity and Work Quality of the hotel.
- Support the variables that favorably affect the employees' performance level in hotel chains in Cairo.
- Taking into account the developments and modern technological technologies that the world is witnessing and their uses when defining training strategies and employing them to develop the performance of employees to accomplish their work in a better way in terms of quality and quantity.
- The level of performance should be one of the criteria for selecting leaders within hotels because it reflects positively on the level of performance of hotels in general and the performance of employees in particular.
- The hotel management encourages employees to continue achieving the required quality under the specified standards.
- The hotel management encourages the employees to continue to achieve the required amount of work as per the set standards.
- The hotel management encourages employees to be job committed by motivating them financially and morally.

Limitations and Future Research
As it is very difficult to access the staff of all five-star hotel chains in Egypt, so the researcher took the five-star hotel chains in Cairo. Due to the limitation of time, effort, cost, and the large number of five-star hotels in Cairo, the researcher takes about 20 five-star hotel chains as a random sample. For future research, it is recommended that the same study can be conducted on four or five-star hotels in other regions such as Alexandria, Hurghada, and Sharm El-Shaikh. Moreover, this research recommends conducting studies on the application of electronic performance variables as a model that can be used to predict employee performance in hotels.

References
- Abdelmawgoud, M. (2022) "Analyzing the Financial Performance Indicators of Front Office Management in Five-Star Hotels in Cairo", *Journal of the Faculty of Tourism and Hotels, Mansoura University,* 11.(3)

- Abdelmawgoud, M., & Abd El Salam, M. (2022) "Factors Affecting Operational and Financial Performance Indicators of Rooms Division in Four and Five-Star Hotels in Cairo", *International Journal of Heritage, Tourism, and Hospitality,* 16.(3)
- Abdelmawgoud, M., Dawood, A., & Moussa, M. (2016) "The Impact of Prolonged Waiting Time of Food Service on Customers' Satisfaction", *Minia Journal of Tourism and Hospitality Research", 1.(1)*
- Abujuladayah, S. (2018), "The Impact of Human Resource Management Strategies on the Performance of Employees in the Libyan Telecommunication Companies", Ph.D., Middle East University.
- Adekoya, E., Jayeoba, F. & Fapohunda, T. (2022), "Work-Life Balance and Normative Organizational Commitment of Selected Deposit Money Banks", Ogun State, *British Scientific Periodical*, *1*(1).
- Aini, Q., Sunarya, P. & Bein, A. (2019), "The Implementation of View Board of the Head of Department as a Media for Student Information Is Worth Doing Final Research", *IAIC Transactions on Sustainable Digital Innovation,* 1(1).
- Alfandi, A. (2020), "Hotel-Related Factors and Employee Performance: The Case of Jordanian Four-Star Hotels", International Business Research, 13(3).
- Alhabib, R. & Alsultan, M. (2021), "The Impact of The Dimensions of Strategic Intelligence on The Performance of Workers: A Field Study in The Ministry of Human Resources and Social Development in The Qassim Res Militaris", The Arab Journal for Scientific Publishing (AJSP),13(1).
- Aljarrah, M. (2021), "The Impact of Enterprise Resource Planning System of Human Resources on the Employees' Performance Appraisal in Jordan", *WSEAS Transactions on Environment and Development*, *17(1).*
- Alkharabsheh, S., Attiany, M., Alshawabkeh, R., Hamadneh, S. & Alshurideh, M. (2023), "The Impact of Digital HRM on Employee Performance through Employee Motivation", International Journal of Data and Network Science, 7(1).
- Almakhadmah, I., Alnajdawi, B. & Almuala, I. (2020), "Impact of Psychological Empowerment on The Performance of Employees in The Four-and Five-Star Hotel Sector in The Dead Sea–Jordan Tourist Area", Geo Journal of Tourism and Geosites, 30(10).
- Alowna, B., Alfakehb, F., & Aburummanc, A. (2021), "The Role of Quality of Work Life in Jordanian Hotel Industry", Management Science Letters, 11(2).
- Amehule, S. (2022), "Delegation of Duty and Employee Commitment in Hotels in Port Harcourt", Bw Academic Journal, 10(10).
- Arjana, D. & Dewi, I. (2016), "The Role of Work Motivation as Mediating Variable on the Relationship between Career Development and Employee Performance: An Empirical Investigation at A Five-Star Hotel in Bali, Indonesia", *Dewi, NLPAA & Utama, IWM.*
- Arwab, M., Ansari, J., Azhar, M., & Ali, M. (2022), "Exploring the Influence of Training and Development on Employee's Performance: Empirical Evidence from the Indian Tourism Industry", *Management Science Letters, 12(2).*
- Berges, A, Ramirez, P., & Pau *et al.* (2021), "A Framework for Strategic Intelligence Systems Applied to Education Management: A Pilot Study in The Community of Madrid", IEEE, 9(1).
- Blyton, P., Hassard, J., Hill, S., & Starkey, K. (2017), "Time, Work and Organization", 7(1).
- Boubes, N., & Kabalan, S. (2022), "The Impact of Glass Ceiling Factors on Job Performance of Women Employee: A Field Study on the Employees of Damascus University in 2021", *Journal of Economic, Administrative and Legal Sciences*, 6(10).

- Boudlaie, H., Boghosian, A., Chandra, T., Alhawary, S., Hussein, R., Talib, S., & Iswanto, A., (2022), "Investigating the Effect of Humility of Muslim Leaders on The Moral Behaviors of Followers and Spirituality at Work in Islamic Society", HTS Teologiese Studies/Theological Studies, 78(1).
- Dessler, G. (2011), "Human Resource Management", (13th Ed.), New Jersey: Prentice Hall Publishing-Pearson Education, Inc.
- Destianti, V., Fakhri, M., Madiawati, P., Nurnida, I., & Kurnia, B. (2021), "The Effect of Job Stress and Job Motivation toward Employee Performance in Department of Tourism and Culture Bandung", *IEOM Society International*.
- Djawa, B. (2021), "The Influence of Leadership Style and Motivation on Employee Performance in The Department of Sortation, Tourism, Communication and Informatics in Ngada District", *Journal of Economics, Finance and Management Studies*. 4(1).
- Do, D., Nguyen, T., Nguyen, T., Ha, H., & Le, T. (2020), "The Influence of Leadership Style on Accountants' Commitment with Enterprise: An Empirical Study on Vietnamese FDI Firms", Journal of Asian Finance, Economics, and Business, 7(3).
- Faraj, K., Faeq, D., Abdulla, D., Ali, B., & Sadq, Z. (2021) "Total Quality Management and Hotel Employee Creative Performance: The Mediation Role of Job Embeddedment", *Journal of Contemporary Issues in Business and Government*, 27(1).
- Farida, S., Zulkarnaen, I., & Hidayat, A. (2022), "The Influence of Leadership and Work Motivation on Employee Performance in the Non-Medical Section of Buah Hati Hospital, Ciputat, South Tangerang", *International Journal of Social and Management Studies*, *3*(3).
- Ferdinandus, S. (2020), "Effect of Discipline on Employee Performance through Total Quality Management as Mediation Variables", *Management Science Letters,* 10(12).
- Gasmadia, G., Firman, A., & Hamzah, M. (2022), "The Influence of Leadership, Work Motivation, Organizational Culture and School Climate on The Performance of Public Elementary School Teachers in Tinambung District, Polewali Mandar Regency", Journal of Business & Entrepreneurship, 11(2).
- Heck, R., & Marcoulides, G. (1993), "Organizational Culture and Performance: Proposing and Testing a Model", Organization Science, 4(2).
- Herfiansyah, H. (2023), "Employee Performance: Application of Ethics and Motivation and Discipline as Intervening", *International Journal Reglement & Society* (IJRS), 4(1).
- Hidayati, L., & Zulher, Z. (2022), "The Effect of Leadership and Compensation on Employee Performance with Motivation as Moderating Variables at the Pangeran Hotel Pekanbaru", IJEBD *International Journal of Entrepreneurship and Business Development Eissn* Pissn, 5(1).
- Idsc (2023) "Tourism Indicators Dashboard", retrieved from https://openlab.idsc.net.eg/pages/tourism; available on 1 May 2023.
- Ivanova, M., & Ivanov, S. (2015a) "Affiliation to Hotel Chains: Hotels' Perspective", *Tourism Management Perspectives*, *16*, 148-162.
- Jamaludin, M., & Subiyanto, D. (2023), "The Influence of Leadership Style, Organizational Culture, and Job Satisfaction on Employee Performance", *Journal Ekonomi, Keuangan & Bisnis Syariah,* 5(4).
- Jery, H. & Souaï, S. (2014), "Strategic Human Resource Management and Performance: The Contingency Approach Case of Tunisia", *International Journal of Humanities and Social Science*, *4*(6).
- Jumady, E., Sugiarto, S. & Latief, F. (2021), "Management Performance Analysis Based on Total Quality Management Principles", Point of View Research Management, 2(1).

- Jumah, L. & Nthiga, R. (2022), "Relationship between Behavioral Empowerment and Employee Commitment in Selected Star Rated Hotels in Kisumu City, Kenya", Human Resource and Leadership Journal, 7(2).
- Kristiadi, A., Debataraja, R., & Silitonga, P. (2022), "Employee Performance Improvement at the Grand Mercure Hotel Jakarta Kemayoran through Talent Development Initiatives", *International Journal of Science and Society,* 4(1).
- Maria, S., Lestari, D., Rochaida, E., Darma, D., & Rahmawati, H. (2021), "Self-Efficacy, Organizational Commitment, and Employee Performance: From Public Office", *Tourism Journal, 1(3).*
- Mohsen, M & Abd El Salam, M. (2017) "The implications of Task Performance and Employee Job Burnout in Chained and Independent Hotels: A Study of Egyptian Hotel", *Journal of Faculty of Tourism and Hotels-University of Sadat City*, 1(2).
- Moussa, M., Abdelmawgoud, M., & Elias, A. (2015) "Measuring Service Time Characteristics in Fast Food Restaurants in Cairo: A Case Study", *Tourism Today,* 1.(15)
- Mubarok, K., & Suparmi, S. (2023), "The Effect of Work Environment and Work Responsibility on Employee Performance at Demark Agung Mosque", *In Proceeding of the International Conference on Business and Economics*, 1(1).
- Mulyati, Z. S., Chakim, M.H.R., & K. (2023), "Effect of Human Resources Quality, Performance Evaluation, and Incentives on Employee Productivity at Raharja High School", *Aptisi Transactions on Management (ATM),* 7(1).
- Mumen, M., Oganda, F., Lutfiani, N. & Handayani, I. (2020), "Implementation of OJS Based IJC Media E-Journal System at University of Pramita Indonesia", *Aptisi Transactions on Management (ATM)*, *4*(2).
- Nguyen, H. & Ngo, T. (2020), "Psychological Capital, Organizational Commitment, and Job Performance: A Case in Vietnam", Journal of Asian Finance, Economics, and Business, 7(5).
- Parasuraman, A., Berry, L., & Zeithaml, V. (1991), "Understanding Customer Expectations of Service", *Sloan Management Review*, *32*(3).
- Perera, W., & Jayarathna, R. (2022), "Impact of Work-Life Balance on Employees' Performance; Special Reference to ABC Advertising Company in Sri Lanka", Research *and Review: Human Resource and Labour Management*, 1-17.
- Prayogi, M., & Putri, C. (2022), "Effect of Training and Work Ethic on Employee Performance", In *Proceeding International Seminar of Islamic Studies*, 3(1).
- Priono, S., Budihantho, M. & Yuliannisa, S. (2022), "Affecting Factors of the Performance of Employees in the Dr. H. Soemarno Sosroatmodjo Regional General Hospital Kuala Kapuas", *East Asian Journal of Multidisciplinary Research*, 1(7).
- Purwanto, A., Novitasari, D., & Asbari, M. (2022), "Tourist Satisfaction and Performance of Tourism Industries: How the Role of Innovative Work Behavior, Organizational Citizenship Behaviors?" *Journal of Industrial Engineering & Management Research*, 3(1).
- Putra, T., Abrian, Y., & Adrian, A. (2022), "Factor Analysis of Performance Appraisal with Employee Performance Promoter Score Approach in Hotel Sector in West Sumatera", In Eighth Padang International Conference on Economics Education, Economics, Business and Management, Accounting and Entrepreneurship, Atlantis Press.
- Rothwell, W., & Hohne (2007), "Human Performance Improvement: Building Practitioner Competence", Gulf Publishing Company.
- Setyowati, W. & Sofingi, A. (2022), "Determinants of Employee Performance with Work Motivation as an Intervening Variable at the Semarang City Search and Rescue Office", Aptisi Transactions on Management (ATM), 6(1).

- Sirna, I., Saputri, N. & Tingkes, I. (2022), "Employee Performance Review of Servant Leadership and Organizational Commitment at The Samaya Seminyak Bali Hotel", In *Proceeding of the International Conference on Family Business and Entrepreneurship, 2(1).*
- Sitepu, N., Juarsa, S. & Wahyudi, D. (2021), "Analysis of Factors Affecting Job Loyalty towards Employee Performance at PT. Krakatau Bandar Samudra, Cilegon", In Proceeding the First International Conference on Government Education Management and Tourism, 1(1).
- Solihah, S., Budiawan, A., & Nugraha, N. (2021), "The Influence of Autocratic Leadership and Work Discipline on Employee Performance of the "ABC" City Culture and Tourism Office", *the Asia Pacific Journal of Management Studies*, 8(1).
- Sugiyanta, Y., Suyono, J., Elisabeth, D., Chikmawati, Z. & Zulkifli, C. (2021), "The Mediating Role of Work Environment in Relationship between Leadership and Job Promotion on Employee Performance", *Proceedings of the 11th Annual International Conference on Industrial Engineering and Operations Management Singapore.* 7(11).
- Sutaguna, I., Yusuf, M., Ardianto, R. & Wartono, P. (2023), "The Effect of Competence, Work Experience, Work Environment, and Work Discipline on Employee Performance", Asian Journal of Management, Entrepreneurship and Social Science, 3(1).
- Vasić, Ž. & Petrović, P. (2023), "The Role and Importance of Employee Performance Assessment for the Success of Hotels in Belgrade", Teme, 1051-1070.
- Wuryani, E., Rodlib, A., Sutarsib, S., Dewib, N. & Arifb, D. (2021), "Analysis of Decision Support System on Situational Leadership Styles on Work Motivation and Employee Performance", *Management Science Letters*, *11*(2).

- فودة، أحمد (2023)، "تقييم أداء العاملين بخدمات الاغذية والمشروبات في دور المسنين"، مجلة المعهد العالي للدراسات النوعية، مجلد 3 عدد 1 (تحت النشر). ص44.

قياس مستوى أداء العاملين في سلاسل الفنادق بالقاهرة: دراسة تحليلية

الملخص العربي

يهدف هذا البحث إلى قياس مستوى أداء العاملين في سلاسل الفنادق. وبالتالي، فمنهجيته تحليلية. شمل مجتمع هذا البحث العاملين في فنادق السلاسل من فئة الخمس نجوم في مصر وتحديدا في القاهرة، وقد تم توزيع **385** استبيانا منهم 302 صالحة تستند إلى عينة بسيطة عشوائية. وكشفت النتائج أن مستوى أداء العاملين في فنادق الخمس نجوم بالقاهرة هو **3.98** من أصل **5**. تشير هذه القيمة إلى المستوى العالي بنسبة **16.87** ٪ كمعامل تباين. علاوة على ذلك، يؤثر بعد مقدار العمل وبعد الالتزام وبعد جودة العمل على مستوى أداء العاملين. حيث يوجد ارتباط إيجابي مرتفع جدا لمستوى أداء العاملين مع بعد مقدار العمل المحقق يأتي في المرتبة الثانية بعد الالتزام وأخيرا بعد جودة العمل. وأوصى هذا البحث بأن تضمن إدارة الفنادق تهيئة البيئات المناسبة لزيادة أداء العمل من أجل البقاء والنمو والتنافس بسوق العمل وفي تحسين الإنتاجية وجودة العمل في الفندق؛ وأخيراً، يجب أن يكون مستوى الأداء أحد معايير اختيار القادة داخل الفنادق، لأنه ينعكس بشكل إيجابي على مستوى أداء الفنادق بشكل عام وأداء العاملين بشكل خاص.

الكلمات المفتاحية: أداء الموظفين، سلاسل الفنادق، جودة العمل، الالتزام، مقدار العمل.