

Relationships between Employees and its Impact on Their Performance in Hotels

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Abstract

Hotels should improve relationships between employee to get a good performance and to be successful in competitive marketplace, hotels should perform what they think is important to build and maintain better relationships with their employee's. This paper indicated that relationships between employees have a great role in the success of hotels and attempted to provide as much information as possible that can be used effectively to improve employee's performance in five-star hotels. More specifically, this paper has extended the research on cooperation benefits, financial rewards, social, confidence, personal life, work environment and transparency.

Key words: Relationships, Employees, Performance, Hotels.

Introduction

Employee is considered as the success of any organization, he is the only element that runs all the other resources of the organization, thus he requires much concern and following up the development of human relationships which lead to raise the morale spirits of the employee and to raise the organizational performance (Abd Elmaged, 2011). Performance refers to the degree of accomplishment of the tasks that make up an individual's Job (Sims, 2004). Relationships between employees in work are referred as a man to man relationship not a pyramid and it consume great effort during work (zowapy, 2004).

Hiiemäe (2012) mentioned that Employee's performance is a powerful thing to a company. It can tear the organization down or boost its competitive advantage so high that no competitor can compete with that. However, some companies do not see the reason to put so much emphasis on the performance management. They should because performance management helps the organization improve the current performance, increase the employees' motivation, recognize the training needs, give feedback to the employees, solve job problems, let employees know what is expected from them, and several other reasons why the organization can benefit from having control over the employee's performance It is fact that, employee productivity is assign of his job satisfaction (flempan, 2007).

According to Salanova & Kirmanen, (2010), some people like to work and they find working an important part of their lives. Some People on the other hand find work unpleasant and work only because they have to work. Job satisfaction tells how much people like their jobs.

Job satisfaction is the most studied field of organizational behavior. Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Employee satisfaction is a measure of how happy workers are with their job and working environment.

In the organization's point of view good job satisfaction can lead to better performance of the workers which affects the result of the company. Employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and customer service (Salanova & Kirmanen, 2010).

Research significance

This research of the relationship between employees and its impact on their performance in hotels. The research try's to investigate the general knowledge of employee's performance. On the practical level, this thesis contributes to 5-star hotels by highlighting relationships between employees and its impact on their performance in hotels.

Problem of the Research

There is a great deal of literature focusing on employee's performance, although most of this literature deals with manufacturing industries which are concerned with producing tangible products. Some focus on service industries but on sectors other than hospitality, especially in Egypt. Furthermore, there is a little literature conducted on relationships between employees and its impact on their performance in hotels. However, there is very limited evidence in the literature that discuss the relationships between employees and its impact on their performance in hotels.

Aim and Objectives of the Research

The aim of this research is to explore the relationship between the employees and its impact on the job performance. In order to achieve this aim, the following objectives were targeted from this aim

- 1-Critically review relevant literature's related to relationship between employees.
- 2- Explain the effect of different factors on relationships between employees.
- 3- Take an over view about the performance management process
- 4-Identifying the impact of relationship between employees on their job satisfaction
- 5-Identify the problems emerged due to the gaps in relationship employees and its impact on their job performance.

Research hypotheses

A set of hypotheses were held by the researcher to define the relationships between employees and its impact on their performance in hotels. The research hypotheses were divided into the following stages as the following:

H1: Employees Cooperation has an effective role in employee's performance.

H2: Employees personal life effect on employee's performance.

H3: Work environment has a great affect on employee's performance.

H4: Management transparency has a great effect on employee's performance.

Literature Review

Types of Relationships in the Hotels

The relationship between customers and the hotel

It's a fact that a successful company not only put customers first, but also put customers at the center of the organization because the changes in customer behavior determines Unpredictable profitability and may be the cause for inefficient marketing planning (Danubianu & Hapenciuc, 2008).

Factors effect on customer and hotel relationship

- **Cultural**

Seo (2012) found that cultural backgrounds have a significant impact on how customers describe their service experiences at hotels. These cultural influences usually translate to different expectations causing discrepancies in the experiences they encounter. With globalization in full speed and people continually traveling abroad to and from different countries, the hotel industry faces many challenges in accommodating these different cultural influences.

- **Customers' Expectation**

Rao & Sahu (2013) said that Customers' expectation is formed by many uncontrollable factors which include previous experience with other companies, and their advertising, customers' psychological condition at the time of service delivery, customer background and values and the images of the purchased product. Andersson & liedman (2013) stated that customer service expectation is built on complex considerations, including their own pre-purchase beliefs and other people's opinions. The main purpose of hotel system is to satisfy customer's needs and to delight customers.

- **Service Quality**

makeeva (2010) defined service quality as meeting and delivering customer's needs in accordance with their expectations. Without doubt, service quality is an important factor of customer satisfaction. Mermaid & mohajerani (2013) identified service quality attributes into five main categories which were tangibles, reliability, responsiveness, assurance, and empathy. The service industry plays an increasingly important role in the economy of many countries. In today's global competitive environment delivering quality service is considered as an essential strategy for success and survival even the public sector organizations have come under increasing pressure to deliver quality services and improve efficiencies (Ramseook-Munhurrin et al., 2010).

- **Price**

According to Sabir et al., (2014) price is one of the key elements in the relationship between customer and hotel industry. Price of any product can build and can be down the standard of the brand. Price is playing a vital role in the customer satisfaction because the charges of the product directly affect the customer, so if it is affordable then customers satisfy it and willing to purchase the product again and again in future.

The relationship between intermediaries and the hotel

The hotel industry conducts relationships at all levels, from long-term investments by financial institutions to management contracts and franchising. However, major contracts are usually negotiated with corporate businesses and travel agencies, which can be categorized as industry intermediaries (Amer, 2012). Caliskan et al. (2013) said that the term intermediaries can be defined as any dealer who acts as a link in the chain of distribution between the company and its customers.

In the tourism industry, travel agents, tour operators etc. are considered the intermediaries (distributors). Their main task is to bring buyers and sellers in the field together and reduce transaction and supply/ownership costs between buyer and seller, instead of completely eliminating an intermediary (such as a distributor).

Advantages of tourism intermediaries from the viewpoint of Buhalis (2000):

For the producer:-

- They are able to sell in bulk (for example: hotels) and might be able to transfer a certain risk to the Tour operator depending on the contracts made
- Reduce promotion costs

For the Consumer:-

- Avoids search and transaction costs (by purchasing inclusive tour). Gain from specialist knowledge of tour operator. Often gain most from lower prices.

Disadvantages of tourism intermediaries

The use of intermediaries by producers, such as hotels, will result in the loss of margins and in the loss of influence in the distribution process. For the consumer choice may be reduced and prices increase, especially with the further concentration and consolidation of tourism intermediaries. Travel agencies exist primarily as intermediaries between suppliers of travel services, such as Airlines and hotels, and customers. Unlike distributors in many industries, travel agencies do not deal with physical products but with information. The fundamental role of a intermediaries can be broadly summarized as: information, distribution, reservation and services (Cheung & Lam, 2009).

The relationship between employees and the hotel

Many researchers have already studied how a relationship begins and ends one of them is the relationships between employees and the hotel (Ballantyne et al., 2002). There has recently been an increasing amount of recognition of the contribution that employees make to successful relation management. The relationship between employees and the hotel is essential. Employees play a key role in achieving customer satisfaction and customer loyalty through their interaction and relationship with customers. Therefore, before a hotel can generate satisfied and loyal customers through customer relation management, it must first ensure employee satisfaction and employee loyalty through the equally intensive management of internal relationships. In addition, it is necessary for the hotel management team to determine exactly how employees perceive the quality of the service they themselves receive from their hotel (Amer, 2012). Customer loyalty has been widely perceived as an outcome of employee satisfaction (Ballantyne et al., 2002).

Jehanzeb and Bashir (2012) believed that one of the most important reasons for strengthening the relationship between the hotel and employees is training. Employees get a lot of benefits from the employee training and development program. They learn the soft and technical skills as required by their jobs. In last 30 years unemployment is at its lowest rates which is not beneficial for the workers to start new job, if opportunities for growth are fewer (Jehanzeb & Bashir, 2012).

Benefits of training for organizations

Employee training and development programs not only increase the profit of organizations but also provide difference within their native market. Organizations can practice training and development opportunities to support them available to the current employees, perspective employees, plus clients of the company. Assists employees to recognize their characters and established that it has prepared people as superior contributors to business (Jehanzeb & Bashir, 2013).

According to yang (2010) Employee development programs are important for any organization to:

*** Leads to improved profitability**

Owing to the growth of productivity and better services after training, it is more promised for the hotel to have more profits in return.

*** Reduces accidents and safety violations**

Without organized training and guidance, especially employees who work with dangerous facilities, accidents are easily occurred, training can help organizations to prevent accidents.

*** Aids in organizational development**

Hotels need to develop their technologies and way of working in order to be competitive, and staff training assures the competitiveness, because training will bring good quality, effectiveness and loyal customers to the hotels.

Employee development programs are important for any organization to stay solvent and competitive in the market. Though it is expensive for the organization to spend the money on their employees but this investment is positive for the organizations to hold the place in the market. Organizations that are offering employee development programs are getting success with retaining employees. An effective design of training program can also increase retention among employees. Lastly, organizations can utilize employee training and development programs to improve their appearance as best employer in the job market (Aguinis & Kraiger, 2009).

Benefits of training for the management

- **Aids in evaluating employee performance**

People who are responsible for training will find out those employees during training, who are quick learners, who have better knowledge and skills, so that different methods of training can be chosen, therefore, better results will be acquired (Haddock, 2015).

- **Aids in sustaining systems and standards**

Within the training, employees will be introduced to the principles and standards of the hotel, together with the policies and procedures; hence hotel can sustain its standards and system with the help of training (Uyen, 2013).

- **Helps identify employees for promotions or transfers**

During the training, employees' abilities and personalities will be easily identified by experienced trainers, or some employees are more suitable for other positions, hotels can adjust and make best use of employees' knowledge and abilities (yang, 2010).

Benefits of training for the employee

Benefits the employees, increases job satisfaction and recognition is an important part. During the training, employees will be introduced what is the work is about, how to do, what kind of role does the job play in the whole business, it helps them to understand their work better and also love what they do by understanding the work. After systemized training, employees will understand what important role their jobs play, and with the information, knowledge and experiences obtained during the training, they will be more confident with their work, so that better services will be provided. Employees gained not only professional knowledge and skills during training, training also broads their choices on setting career targets (Ahammad, 2013).

The Relationship between competitors and the hotel

Competition can be defined as "the degree that the company is affected by competitors in the market. The Hotel industry is a highly competitive business. The competitiveness of an industry and the method by which a firm competes has a considerable effect on the firms Information Technology performance. The intensity of competition amongst hotels within the same location can affect the decision of those hotels to either adopt or ignore new technologies. Business strategies are to maintain their competitiveness in order to avoid being replaced (Mndzebele, 2016).

Koskei (2014) States that the hotel industry is a very competitive one, if hotels do not access information on time and customers are delayed the customers will take patronage to another hotel. Because guests are becoming more demanding than before, hotels have to stay competitive in today's market and have to improve their operational efficiency which can be done by upgrading and updating to new technologies. There is a worldwide appreciation for the function played by technology in improving the hotels competitive edge. In order to succeed hoteliers need to think more like retailers. Hoteliers have to realize how important it is to meet the customers' expectations; they cannot afford to think of customers as "heads" and "beds. The belief that innovation is a basis for competitive gain will fuel the propensity of a firm to adopt new technologies (Mollah, 2014).

In the competitive environment, managers are required to stimulate demand by reducing room rates and offering various extras. While such strategies help in attracting additional customers, it is likely to have a negative effect on the overall performance of the department because other direct competitors are also in the same predicament, and the limited number of available customers is shared by competitors. To sustain profitability, managers have little control over reducing the fixed costs, but they may be tempted to reduce the variable costs by making reductions in personalized customer service and replacing the existing quality materials with inferior substitutes. Indeed, in the short-term such reductions in services and processes would result in improved profitability however, in the long-term, it would put an additional burden on the employees to maintain production and deliver quality products and services (Patiar & Mia, 2009).

The Importance of Performance Management

Employee's performance is a powerful thing to a company. It can tear the organization down or boost its competitive advantage so high that no competitor can compete with that. However, some companies do not see the reason to put so much emphasis on the performance management. They should because performance management helps the organization improve the current performance, increase the employees' motivation, recognize the training needs, give feedback to the employees, solve job problems, let employees know what is expected from them, and several other reasons why the organization can benefit from having control over the employee's performance (Hiemäe, 2013).

According to Chaplin et al (2005), Performance management strategy aims to provide the means through which better results can be obtained from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. It involves the development of processes for establishing shared understanding about what is to be achieved, and an approach to managing and developing people in a way that increases the probability that it will be achieved in the short and longer term. It is owned and driven by line management (Armstrong, 2000).

Brown et al. (2015) mentioned that Effective performance management:

- Contributes positively to an organization's bottom line
- Improves employment relationships and communication
- Aligns individual and team performance with organizational values, goals and objectives.
- Helps to maintain high levels of performance and identify areas for improvement.
- Empowers employees by providing input into goal and objectives setting
- Provides a mechanism to acknowledge exceptional performance and address under- performance.
- Identifies learning and development needs
- Aids in succession planning
- Provides an avenue for employees to provide feedback on the effectiveness of workplace systems, processes and procedures.

The type and complexity of the performance management system used will most likely depend on the industry, the nature of the work and the size of the business (Vance, 2006).

PERFORMANCE MEASUREMENT PROCESS

According to carter & mcMahon, 2005, most performance measures can be grouped into one of the following six general categories. However, certain organizations may develop their own categories as appropriate depending on the organization's mission:

- Effectiveness: A process characteristic indicating the degree to which the process output (work product) conforms to requirements. (Are we doing the right things?)
- Efficiency: A process characteristic indicating the degree to which the process produces the required output at minimum resource cost. (Are we doing things right?)
- Quality: Hanberger (2010) said that quality is the degree to which a product or service meets customer requirements and expectations.
- Timeliness: Measures whether a unit of work was done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work. The criterion is usually based on customer requirements.
- Productivity: The value added by the process divided by the value of the labor and capital consumed.
- Safety: Measures the overall health of the organization and the working environment of its employees.

Overview of the Performance Management Process

Pulakos (2004) stated that effective performance management systems have a well-articulated process for accomplishing evaluation activities, with defined roles and timelines for both managers and employees. Especially in organizations that use performance management as a basis for pay and other HR decisions, it is important to ensure that all employees are treated in a fair and equitable manner. Based on examination of performance, management processes in several organizations, most contain some variation of the Process shown below:



Source: (Pulakos, 2004).

Figure (1): TYPICAL Performance Management Process

Employee Performance Appraisal

Sims (2004) mention that Performance appraisals usually are done by every organization and are not always formal. And he show that the primary objectives of an employee performance appraisals are:

- To provide employees with the opportunity to discuss their performance with the supervisor or manager.
- To identify strengths and weaknesses of the employee's performance.
- To suggest ways the employee can meet performance standards, if they have not been met.
- To provide a basis for future job assignments and salary recommendations.

Importance of employee satisfaction

From the perspective of (Sageer et al., 2012) importance of employee satisfaction can understand in 2 main areas namely:

- 1. For Organization
- 2. For Employee

Importance of Employee Satisfaction for the Organization:

- Enhance employee retention.
- Increase productivity.
- Increase customer satisfaction
- Reduce turnover, recruiting, and training costs.
- Enhance customer satisfaction and loyalty.
- More energetic employees.
- Improve teamwork.
- Higher quality products and/or services due to more competent, energized employees.

Importance of Employee Satisfaction for the Employee

- Employee will reflect the moral of the company. In areas of customer. Service and sales, happy employees are believe that the organization will be satisfying in the long run.
- They will care about the quality of their work.
- They will create and deliver superior value to the customer.
- They are more committed to the organization.
- Their work is more productive.

Improving Employee Satisfaction

According to Kougija (2014) employee attitudes typically extremely important because they represent the company to the public. The steps or things which we can do to increase employee satisfaction and loyalty. The following sections describe each phase of this process in more detail.



Source: Sageer et al. (2012).

Fig. (2): Ways of improving employee satisfaction

Work environment

According to foldspang et al (2014) Work environment Location where a task is completed. When pertaining to a place of employment, the work environment involves the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building. Typically involves other factors relating to the place of employment, such as the quality of the air, noise level, and additional perks and benefits of employment such as free childcare or unlimited coffee, or adequate parking.

Co-operation in workplace

According to Bandiera, 2004, Workplace cooperation is a process whereby employees or their representatives participate with management, through consultation and discussion, in resolving issues of common concern. It is a communication mechanism enabling both parties to understand each other's needs, interests and difficulties. The ability to cooperate, namely to abstain from individually profitable actions for the sake of the common good, is often a key determinant of economic performance.

Agarwal & Garg (2012) stated that an effective workplace cooperation mechanism helps minimize unnecessary misunderstanding, especially in times of changes and uncertainties. While setting up or strengthening the mechanism for workplace cooperation may sound complicated, costly and time consuming, it is worthy investment, which will bring enormous benefits to the enterprise in terms of enhanced efficiency, productivity and competitiveness. Specifically, an effective workplace cooperation mechanism helps an enterprise to:

- Improve its decision making process and organizational performance
- Improve the employees' performance and commitment
- Build up mutual trust between management and staff
- Increase job satisfaction
- Improve working environment.

Transparency in the Workplace

Chamberlain (2010) stated that transparent has been described as representing the extent to which an individual exhibits a pattern of openness and clarity in his/her behavior toward others by sharing the information needed to make decisions, accepting others' inputs, and disclosing his/her personal values, motives, and sentiments in a manner that enables followers to more accurately assess the competence and morality of the leader's actions. Such leaders have been described as demonstrating transparency in areas/functions such as decision-making Communication is not only important among co-workers, but is a key to healthy relationships between supervisors and their employees.

According to Norman et al (2010) if you spend each day in a workplace full of dishonest people, double standards and a lack of communication, it's time to dust off your resume and look for a better job. A transparent workplace, on the other hand, features benefits that can lead to happier employees and even increased production. The key to transparent workplaces is openness between supervisors and employees.

Methodology

Population and sample selection

According to the Egyptian Hotel Guide (2015-2016), there are 29 five-star hotels in Cairo with 13032 rooms. The target population of this research is five-star hotels in Cairo. A suitable sample was taken from the 29 hotels. Five-star hotels are selected in this research for several reasons. First, they are one of the fast growing categories in the hotel industry. Second, five-star hotels use relationships management practices more frequently than midrange or budget hotels (Kim & Cha, 2002). Third, fierce competition among the chain hotels market make them difficult to differentiate themselves from their rivals. 348 questionnaires were distributed, 217 valid questionnaires were restored And 167 a questionnaire between error and missing.

Generally, Cairo has been chosen as the prime case research area because it is the most dominant social, political, economic, etc. center in Egypt. Cairo is the second city in Egypt that include the biggest number of hotels and its number represent the most chains of hotels that exist in Egypt, this number is sufficient to provide a large sample size . The questionnaire was distributed at various administrative levels in hotels (senior staff and junior staff).

Analysis of Data

This research uses Statistical Package for Social Sciences (SPSS) version (17.0) to analyze the preliminary data. This software has largely been used and accepted by researchers as a data analysis technique. Therefore, this technique has been used to screen the data of this thesis. SPSS was also employed to conduct preliminary data analysis including:

Descriptive statistics

Descriptive statistics were conducted to gain preliminary information about the samples. This information gives the reader a snapshot of the data collected and used in the research frequencies, means, and standard deviations were used in this research as a descriptive statistics. This information was tabulated by using frequencies and percentage. The hotel employee's demographic profile (gender, age, education level) was also organized into categories and tabulated by using frequencies and percentage.

RESULTS AND DISCUSSIONS

Testing reliability and validity of research variables.

Cronbach's alpha was used to test the internal reliability of scales in the context of relationships between employees and its impact on their performance in hotels. Therefore, all items were retained for further analysis. See Table (1).

Table No. (1): Reliability of variables (Cooperation, Personal life, Work environment, and Transparency) by using Cronbach's Alpha.

Variables	Reliability
Cooperation	.960
Personal life	.900
Work environment	.890
Transparency	.950
Total	.920

* All variables were significant at the 0.01 level (2-tailed).

All variables were exceeded the Cronbach's alpha value of 0.90 except work environment was .890. These showed that all variable were reliable at .01 level. And Cronbach's Alpha for all variables was .92. This showed that Cronbach's Alpha for all variables was reliable at the .01 level.

Results of hypotheses tests

Hypotheses 1 to 4 identify the impact of Employees Cooperation, Employees personal life, Work environment, and Management transparency on employee's performance.

Testing H1 to H4, Employees Cooperation, Employees personal life, Work environment, and Management transparency were used as the independent variables, and employee's performance was used as the dependent variable. The equation was significant ($F = 61.059$, $p < .001$) and explained 46% of employee's performance ($R^2 = .46$).

Table No. (2): Model Summary for Employees Cooperation, Employees personal life, Work environment, and Management transparency.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.680 ^a	.462	.455	.63590	.462	61.059	5	355	.000

a. Predictors: (Constant), Employees Cooperation, Employees personal life, Work environment, and Management transparency

Table No. (3): Coefficients for Employees Cooperation, Employees personal life, Work environment, and Management transparency.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
(Constant)	2.843	.252		11.289	.000	2.348	3.339			
Employees Cooperation	.336	.048	.368	4.524	.000	.122	.308	.575	.233	.176
Employees personal life	.315	.054	.315	6.244	.000	.230	.442	.606	.315	.243
Work environment	.426	.032	.457	3.924	.000	.189	.063	.063	.204	.153
Management transparency	.357	.031	.319	5.035	.000	.096	.219	.430	.258	.196

a. Dependent Variable: employee's performance

$$\text{Employees personal life} \times .315 + \text{Employees Cooperation} \times .368 + 2.843 + \text{Management transparency} \times .319 + \text{Work environment} \times .457 = (\text{performance})$$

Conclusion

- There is a high significant correlation at (0.01) level between employees cooperation and employee's performance, hence the employees cooperation is positively affect employee's performance. The Pearson's correlation is positive and high (.875). Therefore, the findings were significant; hence, the results mean that the hypotheses one (H.1) "Employees Cooperation has an effective role in employee's performance".
- There is a high significant correlation at (0.01) level between employees personal life and employee's performance, hence the employees personal life is positively affect employee's performance. The Pearson's correlation is positive and moderate (.606). Therefore, the findings were significant; hence, the results mean that the hypotheses two (H.2) "Employees personal life affecting on employee's performance".
- There is a high significant correlation at (0.01) level between work environment and employee's performance, hence the Work environment is positively affect employee's performance. The Pearson's correlation is positive and high (.730). Therefore, the findings were significant; hence, the results mean that the hypotheses (H.3) "Work environment has a great effect on employee's performance"
- There is a high significant correlation at (0.01) level between Management transparency and employee's performance; hence the Management transparency positively affects employee's performance. The Pearson's correlation is positive and high (.821). The (H.4) "Management transparency has a great effect on employee's performance".

Recommendations

The results lead to a number of recommendations that can be suggested as the following:

- Hotel management should create a warm atmosphere for employees to do their best in their work
- Hotel management should decrease the pressure in work to help employees work in an quiet atmosphere
- Hotel management should deal with employees friendly as possible, because this have a great impact on employees performance
- Hotel management should care of keeping a free competition among employees, this enhance employees loyalty and subsequently performance
- Hotel management should stress on the fair chance for all employees for uplift
- Hotel management should keeping a high level of transparency in all its policies toward employees
- Hotel management should stimulate their employees to work as a team
- Hotel management should stimulate their employees be cooperative with their others
- Employees must be helpful with all staff in work
- Employees must treat with themselves friendly
- Employees must have a social relationship

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العلاقات بين العاملين وتأثيرها علي أدائهم في الفنادق

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الملخص العربي

مما لا شك فيه أن بيئة العمل وما تشمله هذه البيئة من علاقات متشابكة بين العاملين مؤثر هام وفعال علي أدائهم في المؤسسات والشركات. لذلك جاء هذا البحث للكثف عن تأثير تلك العلاقات بين العاملين علي أداء العاملين في الفنادق كإحدى المؤسسات الهامة في قطاع الضيافة وذلك لمحاولة الإستفادة من تلك العلاقات في تعظيم أداء العاملين بالفنادق ومن ثم النهوض بذلك القطاع. اعتمد البحث علي المنهج الوصفي التحليلي وتم توزيع استمارة استقصاء للتعرف علي أثر العلاقات بين العاملين علي أداء هؤلاء العاملين في قطاع الفنادق، وبتحليل الاستمارة توصل البحث إلي مجموعة من النتائج أهمها وجود علاقة بين علاقات العاملين وبين أدائهم في الفنادق، وهو ما يؤكد ضرورة اهتمام مديري هذه الفنادق بعلاقات العاملين واستغلالها في تحسين أدائهم.

الكلمات الدالة: العلاقات، العاملين، الأداء، الفنادق.