

TOPIC: HUMAN RESOURCE MANAGEMENT AND EMPLOYEE PERFORMANCE IN THE HOSPITALITY INDUSTRY IN PORT HARCOURT

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*Department of Office Technology, Faculty of Management Sciences, Ken Saro Wiwa Polytechnic, Bori, Rivers State.***ABSTRACT**

Human resource management plays an important role to ensure the availability of right people for the right position and guiding them to achieving successful organizational outcomes. The purpose of this study was to study the relationship between human resources management practices and employee performance in hotel industry in Port Harcourt. The sample of this study was the 216 employees of five star, four star, and three star hotels in Port Harcourt. For this purpose survey method was used by questionnaire as instrument for data collection. For research method, Statistical Package for the Social Sciences (SPSS, Version 20) was used to analyze data. In this study, correlation analysis method is used to analysis the correlation between independent variables and dependent variable. The research results have shown that hotels in Port Harcourt have high implementation in human resource management at current stage. Meanwhile, job security, salary increase, financial reward and promotion significantly influence employee

Introduction:

Human resource management can be defined as the strategic approach to the effective management of organization work force to enable it maintain and sustain a competitive advantage in the business environment. Human resource management is usually handled by the Human Resources department of a firm and is primarily concerned with the management of people within an organisation by focusing on policies and system. Organizations are managed and staffed by people. Without people, organizations cannot exist. Indeed, the challenge, the opportunity and the frustration of creating and managing organizations frequently stem from the

performance. Furthermore it was found out that employee supported company policies that ensured that employee efforts are supported by management. This study, in conclusion emphasizes the need for hotels to exercise fair reward and motivation systems for their staff to promote their performance.

Keywords: *Human Resource Management, Employee Performance, Hospitality Industry.*

People-related problems that arise within them. Like snowflakes, no two persons are exactly alike, and everyone differs physically and psychologically from everyone else. The point is that these differences demand attention so that each person can maximize his or her potential, so that organizations can minimize their effectiveness, and so that society as a whole can make the wisest use of its human resources. Managers of human organizations know that the individuals and the organizations they manage will produce the best results when the goals of individuals match those of their organizations.

Accordingly, Armstrong (2012) observes that “it covers activities such as strategic human resource management, human capital development, corporate social responsibility, knowledge management, organization development, resourcing (human resource planning, recruitment and selection and talent management), performance management, learning and development reward management, employee relations, employee well-being and health and safety, and the provision of employee services”. Thus, human resource management practice has a strong conceptual basis drawn from the behavioural sciences and from strategic management, human capital and industrial relations theories. Therefore, human resource management is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations.

To what extent does human resource management influence or affect employee performance? Is there a significant or conspicuous correlation between the above mentioned variables? While many scholars have researched on the relationship between human resource management and employee performance in manufacturing, banking and construction industries, little or no research attention has been given to human resource management and employee performance in the hospitality industry in Port Harcourt. It is the purpose of this research project is to investigate the relationship between the above two mentioned variables.

Statement of Problem

It is remarkable to state that many organizations acknowledge the vitality and importance of human resource management as an effective strategy to enhance employee performance and overall organizational productivity. However, many organizations including the hospitality industry prefer to allocate funds or budget to infrastructural development, advertising, publicity, marketing and other departments of the organization. While the tourist and hospitality industry in developed countries grow and flourish through adequate human resource management, the reverse is the case in Nigeria especially Port Harcourt, the focus of our study. Human resource Managers and Departments are virtually absent in many hospitality firms in Port Harcourt. The focus of most hospitality firm owners rather is in advertising to attract customers. However, how these customers are attended to determine if they will come back or even invite others. Therefore, the sustainability of the research industry depends on employee performance.

Inadequate and uncoordinated management of human resources in the hospitality industry in Port Harcourt leads to low motivation among staff, brain drain of productive staff to other sectors, absenteeism, low customer satisfaction and low output. These problems can only be addressed by giving adequate attention to human resources through excellent management.

Conceptual Framework

The conceptual framework below examines the relationship between the independent and dependent variables.

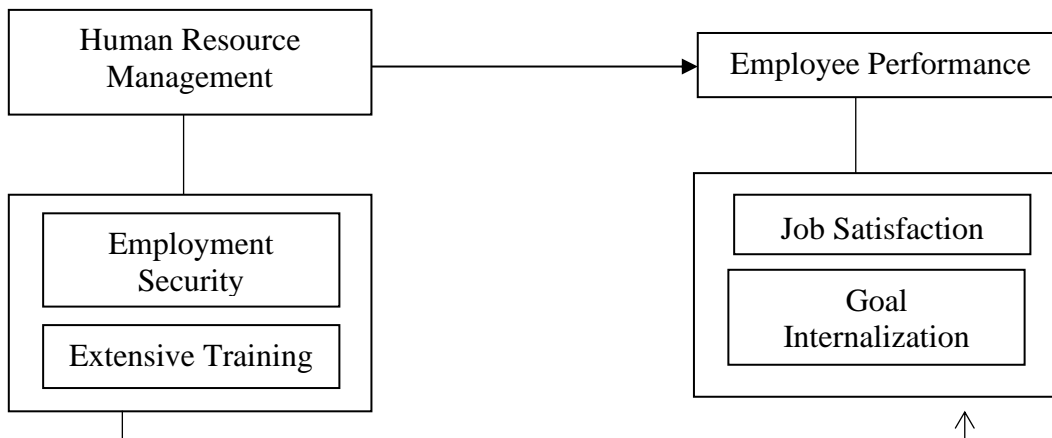


Fig 1.1: Conceptual Framework

Source: *Adopted from Gong, Chang and Xin (2009), and Kumar (2005).*

The independent variable in this study is human resource management. Based on the work of Gong, Chang and Xin (2009); its dimensions include: Employment

Security and Extensive Training. On the other hand, the dependent variable is employee performance. Based on the work of Kumar (2005); its measures include: Job satisfaction and goal internalization.

Aim and Objectives of the Study

This research is set to explore the relationship between human resource management and managerial performance in the Nigerian hospitality industry. Its specific objectives are to:

1. Identify the relationship between employment security and job satisfaction in the hospitality industry in Port Harcourt.
2. Assess the relationship between employment security and goal internalization in the hospitality industry in Port Harcourt.
3. Examine the relationship between extensive training and job satisfaction in the hospitality industry in Port Harcourt.
4. Determine the relationship between extensive training and goal internalization in the hospitality industry in Port Harcourt.

Research Questions

Established by the specific objectives, some research questions were developed:

- i. What is the relationship between employment security and job satisfaction in the hospitality industry in Port Harcourt?
- ii. What is the relationship between employment security and goal internalization in the hospitality industry in Port Harcourt?
- iii. What is the relationship between extensive training and job satisfaction in the hospitality industry in Port Harcourt?
- iv. What is the relationship between extensive training and goal internalization in the hospitality industry in Port Harcourt?

Research Hypotheses

In order to answer the above research questions, the following hypotheses were stated in the null form:

- H₀₁** Employment security does not significantly relate with job satisfaction in the hospitality industry in Port Harcourt.
- H₀₂** Employment security does not significantly relate with goal internalization in the hospitality industry in Port Harcourt.
- H₀₃** Extensive training does not significantly relate with job satisfaction in the hospitality industry in Port Harcourt.

H0₄ Extensive training does not significantly relate with goal internalization in the hospitality industry in Port Harcourt.

Operational Definition of Terms

The following terms are operationalized for the purpose of this study:

- i. **Employment Security:** This is the feeling the employees have of remaining under employment of the firm over a long period of time.
- ii. **Extensive Training:** this is the continuous preparation of employees towards acquiring the essential skills needed for their job description.
- iii. **Employee Performance:** For the purpose of this research work, employee performance is the utilization of knowledge, skills and abilities at the disposal of the employee for total output both quantitatively and qualitatively of both products and services and their rate of turnover in order to attain organizational goals.
- iv. **Goal Internalization** connotes the act of incorporating, personalizing, or makes subjective the attainment of predetermined objectives of the organization.
- v. **Hospitality Industry:** For the purpose of this research work, hospitality industry in Port Harcourt include Hotels, Guest Houses, Guest Hostels, and Tourist sites and resorts that accommodate and entertain both tourists and visitors for a fee.
- vi. **Human Resource Management:** This is a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining selected employees.
- vii. **Job Satisfaction** is an alignment of positive emotions that workforce hold towards the role(s) they perform at the workplace.

REVIEW OF LITERATURE

The systematic studies that linked HRM practices and performance were published by (Gerhart and Milkovich, 1992; Arthur 1994; Huselid in 1995; MacDuffie, 1995; Guest, 1997). Thereafter a large number of researches were conducted on different sectors of different countries. Most of the researches showed significant impact of HRM practices on employee's performance. Employee performance is directly linked with performance of the organization. The successful organizations consider the HRM practices as a crucial factor that directly affects the employee's performance. Boselie *et al.* (2005) stated that in

104 research studies, HRM was taken as a set of employee management practices. Delery and Doty (1996) described seven HRM practices that are relevant to overall organizational performance. Pfeffer (1994) argues that organizations must hire skilled and capable employees in order to be successful in today's global environment. Actual HR practices are applied by line managers on a daily basis that positively impact employee's perception about HRM practices applied to them (Purcell and Kinnie, 2007). The successful implementation or failure of HRM practices depends on the skills of the managers (Guest, 2011).

Most empirical studies review revealed a significant relationship between Human Resource Management (HRM) practices (Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement) and employee's performance. The studies revealed that employee's performance can be increased by giving employees an opportunity to make effective decisions. Training and employee involvement play a positive role in increasing employee's performance (Munjuri, 2011). The research conducted by Singh (2004) indicates a positive relationship between HRM Practices and employee's performance (Qureshi *et al.*, 2006). The study showed human resource (HRM) practices and activities have a significant impact on the employee's performance (Tabiu and Nura, 2013). It is concluded that HRM practices can enhance the employee's level of performance which influence the perception of employees about performance (Khalid, *et al.*, 2014).

It is clear from the findings that Human Resource Management (HRM) practices (Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement) has a positive role in increasing the employee's performance, so the organizations should implement these practices to achieve the desired goals. The organizations should utilize a variety of reward and recognition programs to drive behavior that promotes high performance. Organizations conduct extensive training program for its employees relevant to the changing needs of jobs and business. Job performance should be considered an important factor to determine the compensation of employee's performance. Management should value the contribution and ideas shared by employees and empower employees to maximize their individual talent in order to make effective decisions. Human resource management (Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement) play a crucial role in increasing employee performance so the organizations should

revise their HR policies by keeping in view the above factors in order to attain the targeted goals.

METHODOLOGY

Research Design

This study adopted the quasi-experimental research design descriptive cross sectional survey. Cross-sectional surveys are studies aimed at determining the frequency or level of a particular attribute in a defined population at a particular point in time, (Lotta, 2012). Cross-sectional surveys are also useful in assessing practices, attitudes, knowledge and beliefs of a population either the entire population or a subset thereof is selected, and from these individuals, data are collected to help answer research questions of interest, (Kothari, 2004).

Population for the Study

Population represents the entirety of the elements comprising of individuals having characteristics which are relevance to the need of the researcher (Beaumont, 2009). The target population comprised of 83 staff selected from hospitality firms in Rivers State. Copies of the questionnaire were distributed to the management staff of the hotel and comfort segment in the Hospitality industry in Port Harcourt. It is however worthy of note that the population was obtained through field survey at the offices of the various firms based on their addresses as cited in the Rivers State Yellow Pages. Rivers State Yellow Pages is a handbook of the Rivers State Ministry of Commerce and Industry. This is however, verifiable at their office, Block B. State Secretariat Complex, Port Harcourt. Out of all the hotels in Rivers State, only 12 was studied which constitute our accessible population. These twelve hotels were selected because they are rated between 3-5 star hotels, and also because they have the physical size and number of rooms that require employment of many hospitality staff that make up our respondents.

Population Distribution

S/No:	Name of Hotel	No. of Mgt. Staff.	Population Size
1.	Genesis Hotels	8	8
2.	Golden Tulip Port Harcourt	8	8
3.	Dotnova Hotels	7	7
4.	DeEdge Hotel	6	6

5.	Claridon Hotels	5	5
6.	Dannic Hotels	5	5
7.	Best Western Premier Hotel	8	8
8.	Sparklyn Hotels and Suits	7	7
9.	Somitel Hotels & Resorts	8	8
10.	Londa Hotels	6	6
11.	Juanita Hotels	7	7
12.	GrandVenice Hotel	8	8
	Total	83	83

Source: Human Resource Desk of the various hotels, 2019.

The random sampling method was used in selecting each respondent from various hotels while the census study technique was used to choose the sample size.

Sample and Sampling Technique

A predetermined portion or measure of a population whose characteristics are examined or investigated to obtain facts and/or data concerning a whole is known as a sample (Beaumont, 2009). 83 respondents being members of management team in the hotels under review is a little below what may be required for a population. Consequently, the entire 83 respondents were adopted as the sample. This was done with consideration to the census study technique which allows or permits the researcher to adopt an entire population as the sample especially when the population is small (Kothari, 2008), as a result sampling was not required. However, Bowley's (1926) proportional allocation technique was used to adequately allocate respondents for the sample size for each of the firm.

The formula is;

$$\frac{nh = nN_h}{N}$$

Where;

nh = number of respondents in each sub group

n = sample size

Nh = number of unit allocated to each sub groups

N = population size

RESULTS AND DISCUSSION

83 copies of the research instrument representing 100% were distributed to the hotels under review. Of this number, only 67 copies representing 89% were retrieved and analysed. The other copies were stained, damaged, mutilated, and not returned at all. Before this stage, copies of the research instrument were distributed for a pilot survey. The treatment of the data comprised of two stages, which includes pre-coding and post-coding treatments.

Firm Questionnaire Distribution

S/N	Hospitality Firms	Population of Respondents	Sample Size and Copies of Questionnaire Distributed	Copies of Questionnaire Retrieved and Used
1.	Best Western Premier Hotel	8	8	6
2.	Sparklyn Hotels and Suits	7	7	5
3.	Somitel Hotels & Resorts	8	8	6
4.	Londa Hotels	6	6	5
5.	Juanita Hotels	7	7	6
6.	GrandVenice Hotel	8	8	7
7.	Genesis Hotels	8	8	7
8.	Golden Tulip Port Harcourt	8	8	7
9.	Dotnova Hotels	7	7	5
10.	DeEdge Hotel	6	6	5
11.	Claridon Hotels	5	5	4
12.	Dannic Hotels	5	5	4
Total		83	83	67

Source: Research Data, Nyone, 2019.

Demographic Analysis :Demography was examined on six characteristics: Gender, Age, Marital Status, Educational Level and Number of years in the organization.

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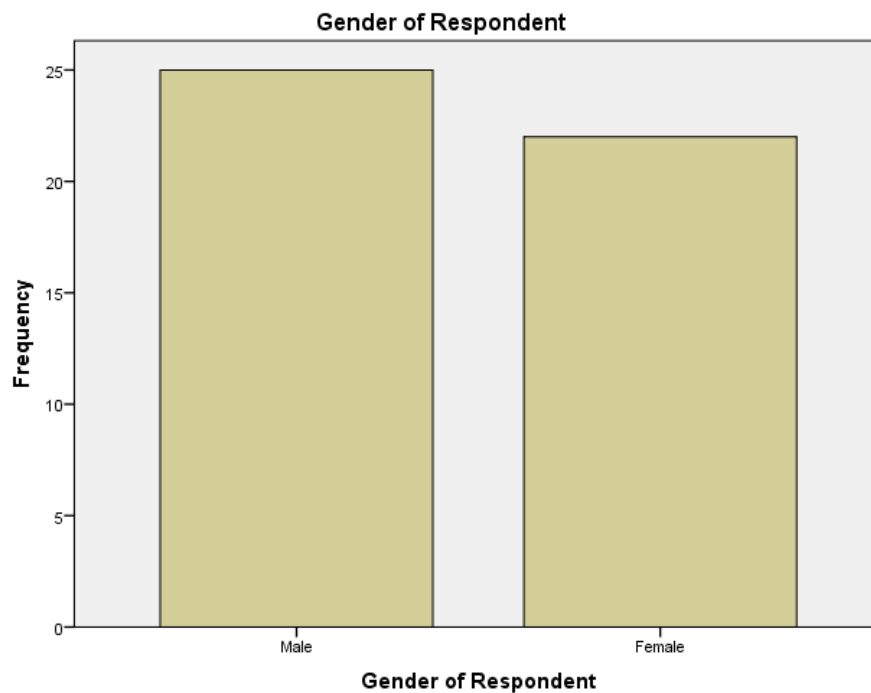


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Gender Distribution

Gender of Respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	25	53.2	53.2	53.2
	Female	22	46.8	46.8	100.0
	Total	47	100.0	100.0	

Source: Research Data, Nyone, 2019.



Gender Distribution

Source: Research Data, Nyone, 2019.

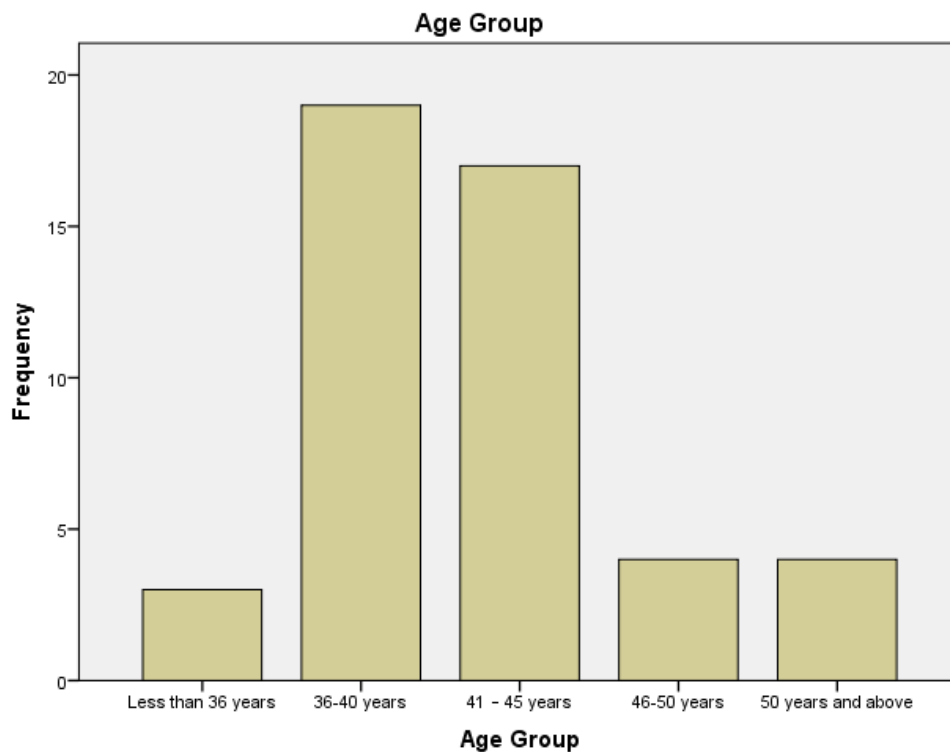
Table and figure above reveals that the 25 (53.2%) of the respondents are male, while 22 (46.8%) are female.

Age Distribution

Age Group		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 36 years	3	6.4	6.4	6.4

36-40 years	39	40.4	40.4	46.8
41 - 45 years	17	36.2	36.2	83.0
46-50 years	4	8.5	8.5	91.5
50 years and above	4	8.5	8.5	100.0
Total	67	100.0	100.0	

Source: Research Data, Nyone, 2019.



Age Distribution

Source: Research Data, Nyone, 2019.

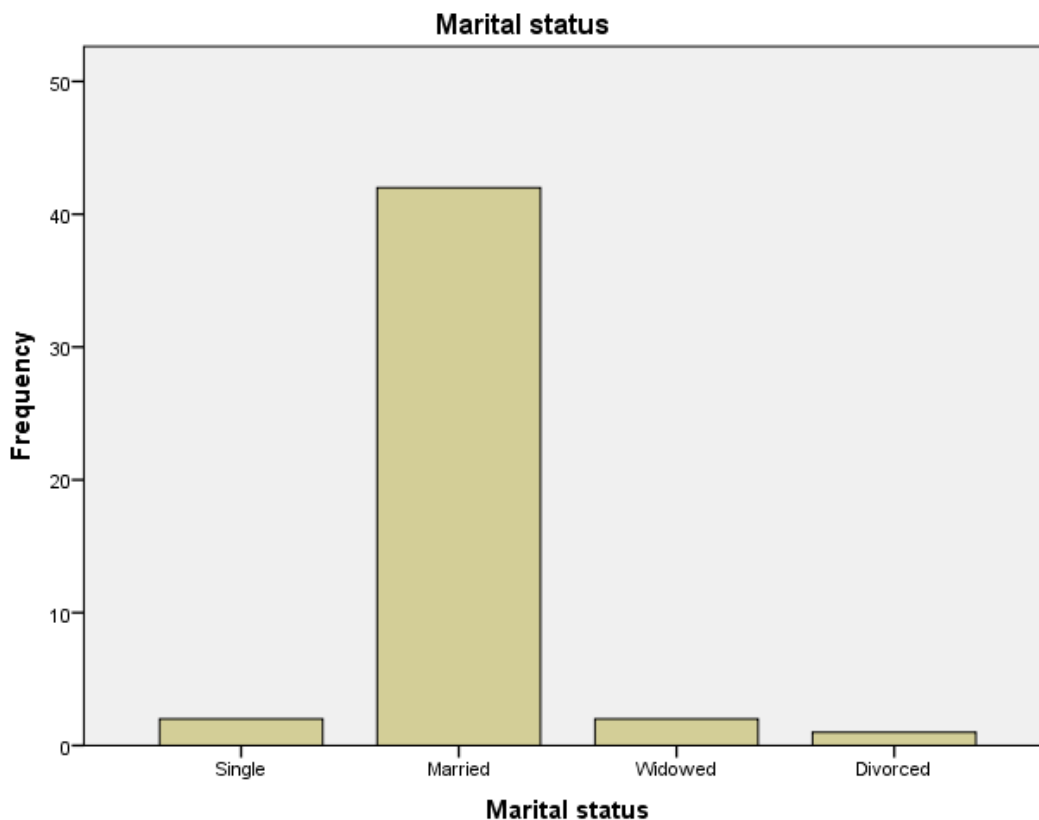
Respondents were also asked to state their ages, with options ranging from less than 36 years to above 50 years. Majority of employees were between the age ranges of 36 – 40 years representing 19 (40.4%) of participants, participants who are between 41 years and 45 years occupy 36.2% of the population. This was

followed by age brackets 45-50 years and 50 years and above occupying 8.5% each, participants who are less than 36 years represented 6.4%.

Marital Status Distribution

		Marital status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	2	4.3	4.3	4.3
	Married	42	89.4	89.4	93.6
	Widowed	12	4.3	4.3	97.9
	Divorced	11	2.1	2.1	100.0
	Total	67	100.0	100.0	

Source: Research Data, Nyone 2019.



Marital Status Distributions

Source: Research Data, Nyone 2019.

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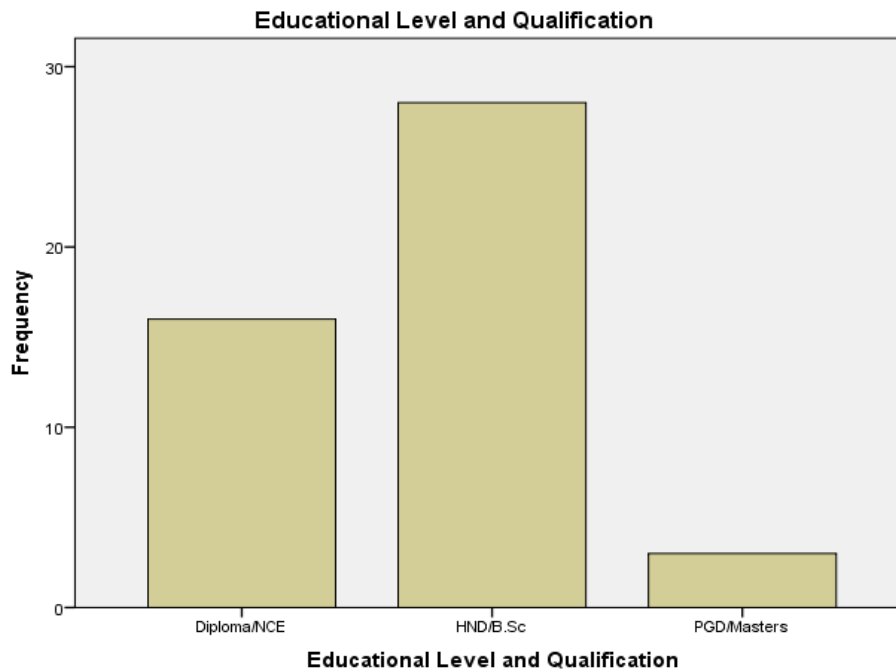
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The distribution according to the marital status of the respondents shows that majority of the respondents are married (89.4%), 2 respondents are not married, 2 have lost their partners, while one is divorced.

Educational Qualification Distribution

Educational Level and Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma/NCE	16	34.0	34.0	34.0
	HND/B.Sc	48	59.6	59.6	93.6
	PGD/Masters	3	6.4	6.4	100.0
	Total	67	100.0	100.0	

Source: Research Data, Nyone 2019.



Educational Qualification Distributions

Source: Research Data, Nyone 2019.

Respondents were also asked to state their highest level of education. Table 4.6 and figure 4.5 give an analysis of their responses. 16 (34.0%) have Diploma/NCE; 28(59.6%) have HND/B.Sc, while 3(6.4%) are PGD/Master's degree holders.

Duration in Organization Distribution

Duration under the employ of your organization		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 7	4	8.5	8.5	8.5
	7-9	27	36.2	36.2	44.7
	10-12	28	38.3	38.3	83.0
	13-15	6	12.8	12.8	95.7
	16-Above	2	4.3	4.3	100.0
	Total	67	100.0	100.0	

Source: Research Data, Nyone 2019.



Duration in Organization Distribution

Source: Research Data, Nyone 2019.

Table 4.7 and Figure 4.6 show how long the respondents have worked with the firm. Most of the respondents have worked with the firm within 10 – 12 years, while few of the respondents have worked above 16years.

Univariate Analysis

This section examines the distribution of the univariate data; each variable is examined relative to their corresponding dimensions or measures. The mean (\bar{x}) and standard deviation of the responses were used in proffering answers to the research questions. The decision rule is to accept the $\bar{x} \geq 2.5$ and to reject the $\bar{x} < 2.5$.

The independent variable: Human resource management is operationalized using two dimensions; Employment security and Extensive training, with each dimension further measured on 5-items instruments each and scaled on the 4-point Likert scale.

Data Distribution for Employment securityVariables

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Decision
Employees in our firm can expect to stay for as long as they wish	67	1	4	2.72	.949	Accept
Our firm tries to avoid dismissing employees	67	1	4	2.81	1.116	Accept
Job security is almost guaranteed to employees in our firm	67	1	4	2.94	.919	Accept
If our firm were facing economic problems, employees would be the last to get cut	67	1	4	2.85	1.021	Accept
Our firm has offered employees a pledge of staying on with their job	67	1	4	2.77	.890	Accept
Valid N (listwise)	67					

Source: SPSS Output, Nyone 2019.

Data Distribution for Extensive training Variables

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Decision
New employees in their first year of employment typically receive long hours of training in our firm.	67	1	4	2.21	1.197	Reject
Experienced employees (i.e., those employed more than one year) typically receive long hours of training per year in our firm.	67	1	4	2.87	.824	Accept
A large proportion of employees in our firm are qualified to perform more than one job through training or job rotation.	67	1	4	2.57	1.118	Accept
Employees often participate in cross-functional training or job rotation in our firm.	67	1	4	2.72	1.015	Accept
Employees in our firm often receive training outside their own functional areas.	67	1	4	2.91	1.080	Accept
Valid N (listwise)	67					

Source: SPSS Output, Nyone 2019.

The dependent variable: Employee performance is operationalized using two dimensions; Job satisfaction and Goal internalization, measured on 5-items instruments each and scaled on the 4-point Likert scale.

Data Distribution for Job satisfaction Variables

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Decision
I am satisfied with my job, which goes to show the degree to which I exceed the goals which were set for the specific jobs requirements.	67	1	4	2.74	.896	Accept

Job satisfaction for my colleagues shows positive psychological responses to their job that give a sense of fulfillment tilted towards employee performance.	67	1	4	2.81	.992	Accept
Satisfaction on my job reflects happiness in general induces which is an indicator of increased productivity on my part.	67	1	4	2.57	1.016	Accept
Job satisfaction is a range of issues which affect an individual's experience of work, or their quality of working life that has a direct impact on employee performance.	67	1	4	2.47	1.120	Reject
When I am satisfied with my job its shows a rather tenuous correlation to my firms' performance per time.	67	1	4	2.57	1.229	Accept
Valid N (listwise)	67					

Source: SPSS Output, Nyone 2019.

Data Distribution for Goal internalization Variables

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Decision
I am one of the most conscientious employees in my organization because I religiously keep to the goal of my organization.	67	1	4	2.60	1.014	Accept
I am always ready to lend a helping hand to other employees around me to ensure they finish their work to meet the stated goal.	67	2	4	2.66	.867	Accept

I am willing to help others who have work-related problems just to ensure my organization delivers as promised.	67	1	4	2.98	1.207	Accept
I have the stated objective of my organization at heart which is why I allow my organizations' goal to come first.	67	1	4	2.57	1.037	Accept
The means of performance evaluation system in my organization is clear, fair and unambiguous and allowing for true efforts.	67	1	4	2.70	1.196	Accept
Valid N (listwise)	67					

Source: SPSS Output, Nyone, 2019.

The moderating variable: Innovation is operationalized using 5-items instruments and scaled on the 4-point Likert scale.

Bivariate Data Analysis

Here, data results for the analysis and tests for all bivariate associations are presented. The section examines the link between the dimensions of the predictor variable (Human resource management) and the measures of the dependent (Employee performance) which constitutes the objective of the study. Four null bivariate associations are tested in this section using the Spearman correlation coefficient statistical technique at a 95% confidence interval. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Employment security and Job satisfaction

Correlations			Employment security	Job satisfaction
Spearman's rho	Employment security	Correlation Coefficient	1.000	.297
		Sig. (2-tailed)	.	.042
		N	67	67
	Job satisfaction	Correlation Coefficient	.297	1.000
Sig. (2-tailed)		.042	.	

N

67

67

Source: SPSS Output, Nyone 2019.

H0₁: There is no significant relationship between employment security and job satisfaction in Hospitality industry in Port Harcourt – data reveals that there is a substantial link between employment security and job satisfaction ($\rho = .297$ and $p = 0.042$). The outcome of the analysis showed a link between both variables. This led to rejecting the null hypotheses and the alternate accepted.

Employment security and goal internalization

Correlations				
			Employment security	Goal internalization
Spearman's rho	Employment security	Correlation Coefficient	1.000	.154
		Sig. (2-tailed)	.	.002
		N	67	67
	Goal internalization	Correlation Coefficient	.154	1.000
		Sig. (2-tailed)	.002	.
		N	67	67

Source: SPSS Output, Nyone 2019.

H0₂: There is no significant relationship between employment security and goal internalization in Hospitality industry in Port Harcourt – data from the outcome of the analysis reveals a link between both variables ($\rho = .154$ and $p = 0.002$). This outcome had led to the rejecting the null hypothesis and the alternate established. This alternate hypothesis states a positive link between both variables.

Extensive training and job satisfaction

Correlations				
			Extensive training	Job satisfaction
	Extensive training	Correlation Coefficient	1.000	.507

Spearman's rho	Job satisfaction	Sig. (2-tailed)	.	.000
		N	67	67
		Correlation Coefficient	.507	1.000
		Sig. (2-tailed)	.000	.
N	67	67		

Source: SPSS Output, Nyone 2019.

H0₃: There is no significant relationship between extensive training and job satisfaction in Hospitality industry in Port Harcourt – Outcome of data analysis reveals a strong link between the two variables ($\rho = .507$ and $p = 0.000$). Based on this outcome, it is held that there is a link between both variable; in that sense, the null hypothesis which stated that there was no link was rejected, and the alternate established.

Extensive training and goal internalization

Correlations				
			Extensive training	Goal internalization
Spearman's rho	Extensive training	Correlation Coefficient	1.000	.464
		Sig. (2-tailed)	.	.001
		N	67	67
	Goal internalization	Correlation Coefficient	.464	1.000
		Sig. (2-tailed)	.001	.
		N	67	67

Source: SPSS Output, Nyone 2019.

H0₄: There is no significant relationship between Extensive training and goal internalization in Hospitality industry in Port Harcourt – the outcome of the data analysis reveals a link between both variables ($\rho = .464$ and $p = 0.001$). Based on the outcome, the null hypothesis was disallowed and the alternate indicating a link established.

Discussion of Findings

The study shows that four items the hotels have concentrated on their reward management to enhance employee performance such as promotion, job security,

salary increase and recognition. These reward items positively correlate with employee performance in this study.

The result is consistent with Pergamit and Veum (1989) that there is positive correlation between promotion, salary increase, job security and recognition which in turn helps in employee performance. Salary increase, financial reward and promotion are used as a reward and an inducement to better work performance and other organizationally approved forms of behaviors. People will work harder if they feel it will lead to promotion, job security and salary increase. They are less motivated if they feel better jobs are reserved for outsiders as observed by (Pearce, 2011; Poulston, 2008).

From the findings, employee performance is attributed to human resources practices. Salary, promotion and friendly working environment have been identified from this study to be very important human resources practice that has a significant relationship with employee performance. This is indeed relevant to hotel industries in Port Harcourt as the promotion was not regular and the criteria not clearly understood by the employee. The observation agrees with Armstrong (2006) that the aim of human resource managers of a company should be to enable management to obtain the best talent available within the company to fill more senior posts and to provide employees with the opportunity to advance their careers within the company, in agreement with the opportunity available and abilities. Therefore salary increase, financial rewards and promotion are partly an employee development strategy and also considered as a reward for good performance and recognition of an employee capabilities.

The distribution of employees into job groups and that have wide differences in reward, as well as having similar rewards for employees in the same departments and those in the same job group was detailed in the study by Ojiambo (2012) who drew the illustration from the civil service and revealed that the hotel industry has an almost similar system. The study however revealed that this system as practiced in the hotel industry has a major weakness in that the membership of the job groups is neither clearly documented nor having a clear basis of classification such as experience or academic qualifications as advanced for by Armstrong & Murlis (2005).

The study also shows that salary increase, recognition, promotion, job security and financial rewards have a relatively high correlation with employee performance. The same assertion was made by Phillips and Fox (2003) who indicated that for employee performance to be optimum, the reward

management practices must be blended in line with the magnitude of their effect on employee performance thus practices with the highest effect on employee performance should be given higher priority for the performance to be optimum.

Conclusion

Human resources management policy or practice such as salary increase, financial reward and promotion as well as creating the friendly work environment and job security have been seen to have a high effect on employee performance such that the more efficiently an organization manages its rewards system, the better the employees will perform.

Recommendations

- The researcher thus makes the following recommendations for policy and practice. Hotel industry should develop job promotion policy, job security and reward management plan that will encourage high productivity and discourage poor work attitude. Reward management and job promotion policy should be clear and well communicated to the staff.
- Training and development when appropriately managed have the tendency to increase productivity, improve employee morale as they provide a skilled workforce for the future need of the organization. It also reduces supervision and improves health and safety. For every organization who wants to retain their competent employee must improve training and development programs that supported through adequate funding and every employee must be given equal opportunity to benefit.
- The human resource departments of the hotel industry should draw out an articulated training and development policy so as to be able to avoid the risk of losing its employee to other sectors after being sent on training. Periodic review of the programs should be carried out to ascertain the extent to which the training programs have been successful.

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