

Human Resources Management in Small –Medium Size Hotels/Motels a Study selected at Yemen.

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Abstract: A study being in service sector, efficient human resources management (HRM) is essential for the success of small- and medium-sized hotel/motel (SMZHM). The competitive feature of organizations in the hotel and motel industry is their human resources. Although, there are no single studies regarding human resources management practices of small-medium-sized hotel/motel selected study of Yemen. The point of the study is to examine the current HRM practices of SMHM in Yemen. The study concludes that small- and medium-sized hotels/motels, apart from microforms, should formalize their HRM practices. Nonetheless, formalization of HRM practices requires financial support and proper training and development by owner/managers for the employees on managerial skills and other important activities of related ton H.R with respect to efficiencies. Collaboration and alliance among the government, educational institutes and firms are recommended in order to improve HRM applications. Although the hotels find their human resources important there has been a lack of attention devoted to the development of human resources systems and processes.

Keywords - Small-and medium-size hotel enterprises, human resources management (HRM), Yemen.

1. Introduction:

Yemen is one of the best tourist destinations on the international tourism map. According to the World Tourism Organization, "Yemen is a tourist destination hospitable and attractive and unique in its culture, civilization and diversity of its terrain, and its ownership of the elements of tourism and marine and mountain sports." This diverse balance, with its natural resources and cultural treasures, is a major source of attraction. All of this popular product through the ages of Yemeni civilization is integrated today with the infrastructure of tourism and hotel services, infrastructure of roads and communications and public facilities, all linked to the rich diversity of water sports, natural baths, eco-tourism and adventure tourism, such as mountain climbing or paragliding or desert routes, Historical, and identify the stations of the road frankincense commercial, and how important to the tourist to see the achievements of man through the stages of history and contemplates the creation of masterpieces of architecture and other art. Hiring training and performance appraisal systems all of

them play main part in all formal organizations. They have been resolved to meet company objectives and ensure business continuously. In reality organizations development and ability to profiling are two of those regions that are very complex in nature and have continuously been developed and studied in last years.

Small-medium sized hotels/motels play an important role in the economics in different countries, because of their employment generating characteristic. In European tourism manufacture is hugely and control with small-and medium sized enterprises, with over 99% of firms recruiting less than 25 individuals (Coetzer, 2001). In the same way the wide majority of the accommodation institutions worldwide are small or medium sized, hotels & motels (Buhalis and Main 1998) and the same is correct for the Yemen tourism industry. Hotels & Motels enterprises in Yemen are categorized as 1-2-3-4-and 5 star rated hotels; motels; vacation villages; bed and breakfasts; campgrounds; chalets; apart hotels; hotels with special designations; hostels; sports complexes; second homes; floating enterprises; caravan campsites; and rural tourism enterprises. The enterprises that are not included in this classification are called municipality establishments (Andac, 2000). The small-and medium hotels and motels enterprises that are not included in this categorized are called township establishments (Andac, 2000). The simple of number of hotels and motels small – and medium scale were taken from different three cities in Yemen it was 100 simple including 1, 2, and 3-star rated hotels; motels; pensions; campgrounds; chalets; apart hotels; and hotels with special designations, which comprises 74.5% of the total number of all the enterprises. When the municipality establishments are included, the figure rises to 95% (MCT, 2005).

The period of the revolution (September and October) in the 1960s and the unification of Yemen on 22 May 1990 marked an important turning point in the conscious awareness of Yemen's status on the international tourist map and the importance it seeks to take advantage of the tourist characteristics of Yemen. Despite the regional and international negative factors and effects of the first half of the 1990s and the effects of the events of September 11, 2001, the diversity and diversity of the risks of terrorism and other factors, despite the negative impact on this sector in Yemen. But Yemen was one of the first senses of the importance of redoubling efforts and overcoming all those obstacles and impacts, which have already been achieved, as Yemen has overcome many of those effects. Yemeni tourism has emerged from every battle more powerful and determined than before. This can be seen clearly in the continuous growth of the number of tourists arriving during the last decade, which is expected to follow the continuation of its growth, especially in light of the continued participation of Yemen in exhibitions and international tourism conferences and promotion campaigns carried out by various government agencies and private sector agencies. According to the indicators of the tourist traffic, the European continent ranks first in the proportion of tourists coming to Yemen during the

last decade and by 50% to 68% of the total tourists coming, especially from Germany, France, Italy and Britain. The Middle East ranked second in terms between 13 to 24 from the total number of tourists. Asia ranked third with 6 to 11, while the Americas ranked fourth and Africa ranked fifth. Not only did the growth of foreign tourism move, but the internal tourism between the cities and regions of Yemen was a major development due mainly to the increase in the number of tourist establishments and the expansion of their services and increase the awareness of tourism in the private sector and citizens alike. The number of hotel establishments rose from 11 in 1990 to 328 in 1998. The number of other tourism establishments increased from 649 to 1,428 during the same period. The tourism field survey carried out by the Ministry of Tourism in August 2006 shows that the number of tourist establishments has increased to (144747) tourism establishments in Yemen, of which 4393 are operating establishments and 102 are closed. The results of the survey showed that the size of the workforce employed by these establishments doubled from 10,953 workers in 1990 to 19,834 workers in 1997, (25,790) workers of both sexes in 2006, between local and foreign workers, in addition to the indirect employment opportunities left by tourism activity, especially in commercial and service activities (Sana'a Saba net, 2009):

Literature Review

Human resource management can be defined as a strategic, unified and coherent approach to the employment, development and well-being of the people whom working in organizations. It was defined by Boxall and Purcell (2003:1) as 'all those activities associated with the management of employment relationships in firm' A Later comprehensive definition was offered by Watson (2010:919): (Armstrong, M., & Taylor, S. (2014). HRM is consisting of practices and processes that form the behaviours and experiences of employees to spur higher performance levels (Cabrera, E. F., & Bonache, J. (1999). The dependence on human resource (HR) practices was more prevalent in Barbados hotels than in the UK sample. With regard to the existence of an official HR strategy, the results were mixed. The outcomes also show that in many respects the Barbados hotels are ahead of their UK matches in the development of the HR function. (Greenidge, D. (2006) & Alleyne, P., Doherty, L. Approaches to HRM in the Barbados hotel industry. Young-Thelin (2011) propose that HR has the possibility to directly impact an organization's business operations enhancing performance and in the end increasing profitability. (Young-Thelin, L., & Boluk, K. (2012). According to the case study of human resource practices in small hotels in Sweden. Strategic human resource management concentrates on the leader's value management, strategic partnering, human resource operation and emphasis on talent, skills, knowledge, and human capital management (Davidson, Nankervis, 2011; McPhail, & Barry, 2011). (CG Davidson, M., McPhail, R., & Barry, S. (2011). Hospitality HRM:

past, present and the future. HRM as defined by Armstrong (2008, p. 5) is a strategic and cohesive approach to the management of an organization's most amount assets—the people working there, who individually and collectively share in to the accomplishment of its objectives (Mertens, A. C., Liu, Q., J. P.,Neglia, Wasilewski, K., Leisenring, W., G. T.,Armstrong, ... & Yasui, Y. (2008). reason-specific late mortality among five years survivors of childhood cancer. Today Human Resource Management (HRM) is becoming very important to the hospitality and tourism field for different reasons including rising demand for high quality staff, increasing consumer demand for high end services, etc. It is not amazing that one of the industry's biggest challenges is a constant shortage of qualified and labour interested and willing (Powell & Wood, 1999; Kusluvan, 2003; Kukreti, 2004). Kusluvan (2003) provided an overall review on HR practices in the hospitality industry including employment instability, high levels of employee rotation, perception and/or predominance of jobs being unskilled and semiskilled, weak internal markets limiting upgrading chances, training opportunities, pay differentials, performance appraisals of employee, and nature of jobs open to the external labour market. Earlier Hawthorne studies have tried to identify reason and result relationship between physical work conditions (e.g., hours of work, rest periods, wage incentives, supervision, and social factors) and employee performance. Burrell & Morgan (1979) moreover opine that an individual's behaviour at work is heavily specific, by the situation to which one is exposed. New research in hospitality and tourism shows that informality and a comparatively unsophisticated management style characterize the approach taken towards recruitment and training in the hospitality field (Wood, 1997; Price, 1994; Lucas, 1995; Baum, 1995 &Goldsmith, Nickson, Sloan,).

Function of human resource management: -

Recruiting and Selecting

Virtually in each country, the weakest link in the service delivery system has been typically the quality of workers (Go, 1997). For this cause, it is mostly accepted that the highest number of issues in small firms focus on the need to recruit, select and retain a quality workforce (Hornsby & Kuratko,1990; Heneman & Berkley, 1999; Ng & Maki, 1993; Heneman et al., 2000). When the literature is examined, the problems relating to recruitment in small firms are mentioned as,

- 1- The resources of financial and material Limited (Cardon & Stevens, 2004),
- 2- Multiplied roles with ambiguous borders (Heneman & Berkley, 1999),
- 3- The owner or operator taking individual charge of recruitment and selection as a result of obscurity in formal HRM practices in relation to recruitment (Coetzer, 2001; Timo & Davidson, 1999),
- 4- As a result, poor recruitment and selection decisions are often blamed for next disciplinary problems in small firms (Carroll et al., 1999).

Small- and medium-sized enterprises prefer unofficial recruitment sources, and such informality is exemplified by the adoption of “word of mouth” as the most public means of recruiting (Coetzer, 2001). But, it is predictable that as firms grow, the skills and abilities required to perform various functions and activities would no longer be available from the familiar and informal recruitment, and a greater variety of formal recruitment sources would be used to attract suitable candidates (Kotey & Slade, 2005).

Golhar and Deshpande (1997) indicated that “job posting and bidding are important recruitment strategies for small and large firms and under this method, an employer notifies all current employees of job vacancies within the organization. Small firms provide qualified employees with an opportunity to obtain better jobs within the organization and in this manner small firms are committed to employee career growth and development.”

Small firms extensively look non instrumental factors in their hiring, including the norms, values, and beliefs of the organization and the applicants (Williamson, 2000), and person–organization fit (Chatman, 1991) is often an important factor in the chosen resolution. The managers often focus on the match of applicant competencies to general organization needs rather than to specific job requirements (Heneman, 2000).

TRAINING

Training is a basic ingredient in the ability, spirits, job satisfaction, and obligations of staff; in the improved delivery of service and customer relationships; and in economic performance (Nolan, 2002). Nevertheless, many small firms depend on experience and prior knowledge rather than formal training (Simpson et al., 2004). Given the growing significance of smaller firms in the economy, it is important to focus interest on their experiences with regard to both their skill shortages and their attempts to overcome these shortages through training (Blackburn & Hankinson, 1989). Since training is potentially one of the most significant motivators, small firms should recognize the importance of developing the knowledge, skills, experience, and abilities of its employees.

Only one of the extremely mentioned issues is the relative lack of training in smaller firms (Brand & Bax, 2002). Arthur and Hendry (1990) explain this “economies of training” by the fact that small firms have a higher prospect of labour turnover, because they offer less opportunity for career development. As an outcome, best-trained the employees will choose chance elsewhere departure the small firm behind with its less-trained employees and a low training budget (Brand & Bax, 2002). Blackburn and Hankinson (1989) located that small firm owner’s doubt about the efficiency of existing formal training programs and they tend to see training as an expense rather than exploitation. Training resulting in highly specialized staff was considered inappropriate due to the need for staff with multiple skills to cope with the highly flexible nature of the work (MacMahon & Murphy, 1999).

According to Thomas et al. (1998) and Coetzer (2001), two of the indexes of a methodical approach to training are the presence of a training plan/policy and a specific budget for training. Becton and Graetz (2001) noted that barriers to further training include the cost of training and inflexibility of hours, and place of delivery in tourism and hospitality businesses. In reality, many small firms glory themselves on providing workers with more hands-on, highly interactive learning opportunities and on avoiding official systems and practices more typical of large bureaucratic organizations (Cardon & Stevens, 2004). Although the importance of official training in organizations is cited frequently, Johnson (2002) claimed that there is little convincing evidence to suggest that increased investment in formal training leads automatically to improved business performance for small- and medium-sized enterprises.

Direction to the specific form of training and it is a long-term process where individuals learn their roles within an organization, and adapt to job demands, organizational culture, and other incumbents (Cardon & Stevens, 2004). Such programs help employees to overcome doubt, become familiar with the organization, and begin making a positive contribution (Kaman, 2001).

Performance Appraisal and Job Analysis.

Other important issue regarding to HRM is the performance appraisal of the employee. Performance appraisal means measuring an employee's job performance against set standards, providing feedback on performance, and taking action to correct poor performance (Jerris, 1999). Once integrated into the workplace, an employer needs to know how well the employee is performing and use performance appraisal to reward the employee appropriately, or to advise him about the advancement opportunities in the organization.

Look at the productivity in small firms tends to be lower and that small companies oftentimes they have a problem to keep staff, it would be beneficial for small companies to put in place performance-management systems, which would be related into remuneration, training, and productivity (MacMahon & Murphy,1999). Kotey and Sheridan (2004) found that the majority of firm's performance appraised of their employees, particularly in small and medium firms, and for microforms, the close association with employees enables owners/managers to observe and correct poor performance almost immediately.

Job analysis avails this purposes as identifying employment and training needs necessary, explain tasks to be performed, and meeting the equal opportunity employment need it (Amba-Rao & Pendse, 1985). Such analyses also reinforce employee goodwill and motivation. The findings of Kotey and Slade (2005) imply that job descriptions that decrease errors in the recruitment and selection process are execute early in the growth process as employee's unknown to the owner/manager join the firm, and jobs are not always clearly know even in the larger firms. They have also noted that job characterization in small firms are ambiguous because overtime jobs always change or develop, and

employees often create their own jobs.

METHODOLOGY

In Yemen, there are 1000 process documented as hotels and motels registered to the Ministry of Tourism. They vary in size and service quality, and comprise the study of population. The population frame was taken from the ministry of tourism and 1, 2, and 3-star rated hotels and motels were chosen as the sample of the study as they have small- and medium-sized enterprise characteristics (Turizm Gazetesi, 2005). The total and motels number of the sample was 100. However, because of the accessibility and rating difficulties observed, municipality certified hotels and motels were not included in the survey.

The questionnaire consisted of eight sections including projects and ownership, finance, business operations, human resources, information technologies, service quality, environmental protection, and future anticipations. The data were estimated in percentages. The findings related to HRMP were presented under the headings of employment structure, recruiting and selecting, training, and performance evaluation and job analysis.

The Questionnaire forms were mailed to 100 hotels and motels in December 2017 and the hotel managers were asked to respond. As the response average was not suitable, nearly 80 hotels and motels were randomly elected and phoned in February 2018 and the managers were reconnected about the questionnaires. The total number of responses reached to 70 ($n = 70$); thus the response rate was 30%, the total number of firms small and medium sized hotels and motels were 60 ($n=65$).

FINDINGS

Eleven (11) of the respondent projects in the survey were 1-star hotels/motels, twenty-five (25) were 2-star hotels/motels, and twenty-nine (29) of the respondents were 3-star hotels/motel. Table 1 illustrates the distribution of SMHM as micro-, small- and medium-sized hotels.

Table: 1 Group of Firms According to the Number of Employees.

N	Grouping	Number of Firms	% of Total
1	Micro 1–10 employee	20	31%
2	Small 11–50 employee	35	54%
3	Medium 51–250 employee	10	15%
Total		65	100%

Table 1 illustrates the allocation of SMHES as micro, small, and medium-sized hotels/motels.

The study examines are presented in the following, equivalent to the literature. Although the goal of the study is to define the present HRM practices in SMZHM in Yemen, the result related to the

employment structure and the general conditions of personnel are gathered under the title of factor structure, and HRM practices are analyzed under the headings of recruiting and selecting, training, and performance appraisal and job analysis.

Structure of Employment

Nowadays the existence of a professional human resources manager is very important vital for influential HRM. For this cause the enterprises were requiring to indicate administrative positions employed in the firms. Just only 10.20% of the hotels/motels have employed human resources managers. While compared with other managerial status in these firms, it is visible that the employment of human resources professionals has the lowest position following entertainment manager, which can be explained as the significance of HRM is not well understood by SMZHM. Yet, the quality of the services requires skilled personnel and the qualities of the personnel are obtained by seeing them as an entity and investing in them as internal customers. In order to succeed in this, formal HRM approaches are necessary for such functions as recruiting, selecting, training, and performance evaluation, and they should be conducted by human resources professionals. However, the low rate of firms employing human resources professionals indicates that these functions are undertaken by owner/managers or by other department managers.

In order to trace the structure of employments for SMZHM, employment numbers are listed in Table 2 according to various standards.

TABLE 2. Type Employments and Numbers in Hotels/Motels

N	Type of Employments	Number of Hotels/Motels	Number of employees	Average Number of Employees per Hotels/Motels
1	Full-time employees	115	725	6.304%
2	Part-time employees	50	189	3.78%
3	Trainees Student	65	227	3.5%
4	Skilled in foreign languages	12	287	23.9%
5	Female employees	4	35	8.75%
6	Family members of the owner	80	309	3.87%

Each of the firm's respondent had "full-time" staff and the total number of people whom working full time was 725. On rate, the companies had 6.3045% fulltime employees. Of the firms, had 189

employed “part-time” employees, and the average was 3.78% people. In addition, 3.5% percent of the firms had employees from student trainees by number 227. Having skilled personnel is significant for the service quality in tourism firms. For this reason, educational levels and foreign language skills of the personnel in SMZHM in Yemen were also questioned. This finding is also supported by the findings related to local employment they have skills in foreign languages, the average of employees was 23.9%. The number of employed women is crucial for a sustainable approach in tourism both in the local and national level. In 4 firms responding to the question, 35 women were being employed. Although the rate of firms employing females was low, because of the culture there is no more women have working in tourism.

Recruiting and Selection.

Recruiting and Selection of employees has existed a problem in the hotel industry, especially for smaller hotels. A particular challenge faced by the industry, due to its bad image, is recruiting quality applicants. As such the hotel industry has to succeed its public image as a way to source and recruit quality employees. The more common recruiting and selection practices used in the hotel and motel industry are summarized below. Recruiting and selection in small hotels/motels depends on the behaviour of the owner or manager of hotel (Nolan, 2002).

- 1- There is a lack in the use of materials for selection tools like pre-employment testing. Examination and other chosen tools are considered useful in hiring the right candidate (Cho, Woods, Jang, & Erdem, 2006).
- 2- It is difficult to maintain the ideal staff and trainers in the company because there is competition in companies to pay more wages. In most situations, smaller hotels do not have enough interested applicants and are forced to hire unqualified candidates just to address existing needs (Page, 2007).
- 3- Nowadays the use of temporary and part-time staff and contractual personnel to reduce management costs has become common practice in the hotel sector because its difficulty to predicting scale in industry and the wide variety of guests with different needs and expectations (Hoque, 1999). This is It also allows hotels to handle irregularity in size and "elimination" Over-employment "(Lai and Baum, 2005) to "sacrifice" the quality of service provided by the organization (Baum, 007).
- 4- Small hotels are involved in aspects that do not affect their employment such as the standards, values and beliefs of the organization and their conformity with the criteria, values and beliefs of the candidate. Hotel managers feel that it is more important that the candidate fits with the organization and loves others, more than that, because of limited financial resources (Cetinel et al., 2008).

Table 3: - recruiting methods follow by people

N	Recruiting Sources	Percentage %
1	Word of mouth	70%
2	Internet	56.2%
3	Professional journals	45%
4	Advertisements in local papers	30%
5	National Employment Agencies	27.8%
6	Internal recruiting	20.5%
7	Advertisements in National papers	17%

In this study, it showed that results first rate was 70% of the hotels recruited employees via word of mouth in (Table 3). This method very difficult for employees to find a job requirement, leads to employee rotation due to adaptation problems that the new employees face, and reduce the service quality because of problems in job satisfaction. Such methods also result in fights among employees and personnel related costs. Using of internet (56.2%) is ranked second step as a means of recruiting, and Professional journals is third with (45%). The least preferred recruiting source is the use of Advertisements in National papers (17%). Internal recruiting is found to be used by the (20.5%) of the firms. Although not highly ranked, in it is worthy of attention.

Training and Development

Training and development (T&D) is a very important function for human resource managers. Training and development are a process that provides “experiential learning and growth opportunities” which positively affect employees’ behavior. Such positive behavior has the potential to increase employee competency and productivity (Consten & Salazar, 2011). Training and Development include providing employees with the skills and competencies in treated the current job functions. Also It is way to be ready to develop the employee and guide them to the duties and responsibilities expected at a higher position. T&D also required to acquired skills through learning programs which explain the organization’s commitment to its workforce of self-improvement and career development. Workers whom are given the chance to obtain new skills as part of their job often perceive this as organizational support. Hence, they have powerful attachment, commitment, and loyalty to their organizations (Maroudas, 2010; Spector, 1997& Kyriakidou). What distinguish between training and development is training concentrate on the short-term needs and is administered to solve existing problems, while development has a longer-term focus such as increasing knowledge and skills or build new competencies to prepare an officer for the duties and responsibilities of a

higher position (Cowling, 1996 & Bogardus, 2004; Lundy).

T&D promote connection, leadership, actions, and behaviors in an organization. Most of which are fundamental in developing human assets. T&D always takes place in a supportive environment where there is a clear link between T&D and the organization's strategy (Kyriakidou & Maroudas, 2010).

Limitation and Conclusion.

The main limitation of the study lies in the fact that it is hotel/motels specific. Similar studies should also be conducted for the other small- and medium sized hotels/motels enterprises, such as restaurants and travel agencies, to improve HRM practices in small- and medium-sized hotels / motels enterprises. Another limitation is the relatively low response rate of middle-sized firms. In further studies HRM practices and firm size may be compared. Finally, it is clear that the topics raised require additional studies that would gain further knowledge of the HRM practices of small- and medium-sized hotels / motels enterprises.

The study has created opportunities for further research. The researchers call for an investigation exploring the financial impact of HR systems. This may help to justify the importance of human resource operations in organizations.

Another opportunity for further research is the study of the feasibility of shared HR services especially designed for the hotel industry.

This will help hotels including limited resources to perform HR systems through outsourced HR services. Basic HR tools, systems and policies can be easily redesigned according to their needs.

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