

**ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES IN DEVELOPING
ORGANIZATIONAL RESILIENCE IN STAR-RATED HOTELS IN NAIROBI CITY
COUNTY, KENYA**

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DECLARATION

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DEDICATION

To my family, friends, course-mates and lecturers for their love and encouragement throughout my study period.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA:	Analysis of Variance
BSI:	British Standards Institution
GOK:	Government of Kenya
HR:	Human Resources
HRM:	Human Resource Management:
KLB:	Kenya Literature Bureau
KNBS:	Kenya National Bureau of Statistics
PA:	Performance Appraisal
RBV:	Resource-Based View
TRA:	Tourism Regulatory Authority
UNWTO:	United Nations World Tourism Organisation
USA:	United States of America
VIF:	Variance Inflation Factor
VRIN:	Valuable, Rare, Imperfect imitable and Non-substitutable
WHO:	World Health Organization

OPERATIONAL DEFINITION OF TERMS

Employee	All forms of payment and rewards (tangible or intangible benefits)
Compensation	granted to a hotel employee by the fact that they relate to the organisation.
Employee Training	A methodical program that aids in the advancement of learning specific skills and states of mind required by hotel employees to perform satisfactorily.
Human Resource Management Practices	These are taken to be specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain hotel employees to ensure effective functioning and survival of the organization and in the achievement of its goals. As guided by the literature, HRM practices was operationalized by recruitment and selection, training, compensation, and performance appraisal practices.
Organizational Resilience	Resilience is taken to mean the capacity of the organisation to foresee, plan, react and change with any disruption while at the same time ensuring survival and growth. Organisational resilience was operationalized to situation awareness.
Performance Appraisal	Refers to a logical and periodic process that assesses an employee's job performance and productivity in a hotel setting.
Perturbation	A deviation of a hotel business from its regular or normal functionality, caused by an outside influence.

Recruitment	Refers to the process of identifying and selecting suitable and potentially qualified candidate objectively, either within or outside the hotel, to fill some vacant position.
Situation Awareness	An understanding of the organisation's different parties and how they are related to each other to enable survival in times of crisis and thriving when faced with uncertainties
Star Rated Hotels	Hotel establishments that have been awarded a star rating by the Tourism Regulatory Authority in the exercise of the powers conferred by regulation 7(1) of the Tourism Regulatory Authority Regulations, 2014
Vulnerability	The degree to which a hotel is likely to experience harm due to exposure to a hazard or a threat.

ABSTRACT

Hotel management suffers various disruptive events globally in the like of natural disasters, terrorism, criminal activities, employee errors, negligence and accidents. Dynamism and disruptions are inevitable for those operating hotel businesses. The hospitality industry thus needs to be very sensitive to these disruptions and its resilience is key to its development. This study sought to determine the role of Human Resource Management practices in developing organizational resilience in star rated hotels within Nairobi County, Kenya. Specifically, the study sought to assess the role of recruitment, training, compensation and performance appraisal in developing organizational resilience. This was informed by the Resource Based View and the theory of resilience. An embedded mixed research design was adopted. The study targeted 121 managers in star rated hotels within Nairobi region obtained through stratification sampling. Questionnaire and interviews were main the research instruments. A pre-test was done to test the research instrument for reliability and validity. Out of the 121 questionnaires issued in Google form, 100 were correctly filled giving a response rate of 82.6 percent. Interviews were carried out using Zoom meetings. Regression analysis findings proved a positive and significant effect between, recruitment and selection $\beta = 0.670(p<0.05)$, training $\beta = 0.657(p<0.05)$, compensation $\beta = 0.826(p<0.05)$ and performance appraisal $\beta = 0.680(p<0.05)$ and organization resilience. Correlation analysis findings established that there were moderate to strong relationships between; recruitment and selection ($\rho=0.599$, $p\text{-value}<0.05$), employee training ($\rho=0.686$, $p\text{-value}<0.05$), employee compensation ($\rho=0.815$, $p\text{-value}<0.05$), performance appraisal ($\rho=0.737$, $p\text{-value}<0.05$) and organization resilience. Overall, Analysis of Variance showed that selected human resource management practices had a significant role in developing hotels' organizational resilience. Therefore, the results showed that all the studied variables are key element in developing the organizations resilience for star rated hotels. The study recommends that hotels need: to be keen when recruiting to ensure that the right candidate is employed; trainings need to be tailored to solving problems that may hit during crisis; performance-based payment systems is necessary with clear reward systems plus a fair and objective performance appraisal should be adopted.

CHAPTER ONE

1.0 BACKGROUND TO THE STUDY

In recent times, resilience is increasingly becoming an important topic of discussion around the world (Njoroge, 2015). Crises such as the global recession and seasonality are seen to have far-reaching impacts pervading all organisation spheres (Ho, Verreyne & Galvin, 2014). According to Siddiqui (2017), for an organisation to stand these turbulences, management of human resources is very vital. Thus, Human Resource Management (HRM) practices are a key component of any institution's resources.

Globally, there is an awakening of the need to prepare organizations for shocks and unexpected changes (Fatma & Hachicha, 2018). Tan and Nasurdin (2010) acknowledge that effective management of Human Resource (HR) practices is a tool for successful organisation performance. On this note, developed countries such as Australia and the United State of America (USA) have focused more keenly on formal HR practices which have enabled many companies in these countries to bounce back to profitability following disruptions.

Resilience in an organisation is often considered in two ways: one as that capability that enables rebounding from unexpected, stressful and detrimental situations by recollecting and putting together assets for recovery (Kantur & İşeri-Say, 2012). Secondly, it is an ability to grab new opportunities and expand to explore after the perturbation (Ho, Verreyne & Galvin, 2014). According to British Standards Institution group (2017), organisational resilience is multidimensional and heavily relies on the ability to handle instability as and when interruption emerges while keeping focus on the goals and need for survival for the organisation.

Organisational resilience as discovered by Hollnagel, Nemeth and Dekker (2008) is defined by four capabilities: the skill to respond when faced by unpredictability and business threats, the skill to monitor, being able to foretell crisis and emergencies, and the ability to take crisis and emergencies as a lesson for future action. On the same note, Siddiqui (2017) adds that a resilient organisation would develop valuable, repetitive and pragmatic habits which would help it to respond to severe adversity. Ability to handle difficult situations is key benefiting the employee psychological wellbeing, career development, team work and innovation (Ackerman, 2021). All this can be said to contribute to the development of grit that is needed for organisation long terms existence. This explains why human resource is perceived to matter whenever resilience is mentioned.

Human Resource Practices refer to the systems that attract, develops, motivates and retain a workforce that guarantees organizational survival (Siddiqui, 2017). HRM practices are also recognised as internal and consistent policies aimed at helping the organisation meet its objective by combining different human capital elements. There are four common HRM practices as per extant literature comprised of recruitment, training, performance appraisal and compensation/reward that are of great interest and adds value to the organisation performance (Laursen & Foss, 2003; Shipton, Fay West, Pattersoon & Birdi, 2005; Jiménez-Jiménez & Sanz-Valle, 2005; Tan & Narsurdin, 2011; Simões, 2013). In a different script, Guest and Conway (2011) note that the four HR practises are pertinent for organizations survival.

Bullough, Renko and Myatt (2014) aver that even under adverse conditions such as those characterised by war and severe weather conditions, an organisation is likely to grow from the shocks of the event when a workforce is motivated and their expectations are met. Guest (2017) argues that, if an organization prioritizes wellbeing-focused HR practices, employees reciprocate

positively by super performance. According to Mathews and Amayi (2016), there is under exploration that support HRM practices impact on organisational resilience, especially in the hospitality industry.

The Kenyan economy greatly depend on the performance hospitality and tourism sector as a services trade (Government of Kenya, GOK, 2018). Statistics shows that hospitality and tourism industry are the major revenue contributor for the Kenya government. In fact, this industry is among the largest source of foreign exchange earnings (Njoroge, 2015). In 2017, international tourist arrivals in Kenya grew by 7%, later in a year, the country recorded the highest growth of arrivals in the last decade (United World Trade Organisation, UNWTO, 2018). Subsequently, Kenya recorded double-digit growth in 2018 (Government of Kenya, GOK, 2018). However, while its long-term fundamentals remain strong, the hospitality sector is highly dependent on external factors that could possibly mutilate its performance.

Hotels in Kenya are classified into five categories; one-star to five-star (Tourism Regulatory Authority, TRA, 2019). The one to five-star hotels cater for over one million domestic and international customers annually thus making classified hotels a point of focus (TRA, 2016). For instance, in the year 2018, the number of international arrivals was more than two million, which represented 48% of the total hotels bed nights (Kenya National Bureau of Statistics, 2017). The same year saw 157.4 billion Kenyan shillings generated from tourism (KNBS, 2017). Even so, while the hospitality industry's long-standing fundamentals remain encouraging, the sector is extremely dependent on factors outside its control that could possibly maim its performance.

Growth in the hospitality industry has not been achieved without any hurdles. According to Bagri, Babu and Kukreti (2016), the hospitality business has often exhibited a high level of sensitivity to

external factors that immediately affects occupancies and financial performances. This also affects the development of new hospitality projects. Further, hotels in Kenya have witnessed a direct impact of health advisories, acts of God and extremism on the hospitality sector. Election wrangles and sporadic violence here and there has threatened the environment needed for hotel to thrive (Maingi, Ondigi & Wandawi, 2012). Therefore, against this background, the researcher sought to find the role of HRM practices in developing organization resilience in Nairobi County's star rated hotels.

1.1 Statement of the problem

Increasingly chaotic business environments of today demand organizations to be more resilient (Kantur & İşeri-Say, 2012). The hotel business is vulnerable to several risks and crises including, reputation risk, competition, revenue contribution mix risk, business seasonality, customer preferences risks, distribution risks, health risks, terrorism, climate change and political risks. To manage risks effectively and efficiently, it is extremely vital to understand the major risks that a hotel is exposed to (Sonia & Mathews, 2015). Therefore, an ability to adapt to the ever-changing environment is fundamental because different changes are likely to work in favor of some hotels while posing a threat of survival to others. The response defines the resilience of the hotel in challenging environment. Today's dynamic, open and deregulated economy justify need for organizational resilience.

Lack of resilience has seen many hotels regardless of their star rating succumbing to disruption. A recent case that caught the eyes of the media in Kenya was witnessed when Dusit D2 hotel, 5-star hotel, was attacked by terrorists where people lost lives, property and reputation was destroyed. Economic and political forces have seen many big hotels in the country, like Sarova

Hotels and Intercontinental hotel, stumble (Njoroge, 2015). Overtime, hotels have rebranded or consider mergers in the name of reorienting the hotel strong point for competitive advantage and survival.

An attempt to discuss the resilience in the Kenyan context was made by Mathews and Amayi (2016) even though they only considered strategic HRM practices in manufacturing firms. Existing studies are also biased towards organization performance rather than resilience (Delery & Doty, 1996; Huselid, 1995). Moreover, there lacks practical evidence in support of resilience theory and definitions. Agreeably, Ho *et al.*, (2014) state that the role of HRM as a contributing factor towards organization resilience is scarcely studied. Most of the researchers have often picked one of the HRM practices and studied against the performance of an organisation in different sectors hence leaving a knowledge gap. It is worth noting that, an analysis of combined of HRM practices affect organizational resilience in classified hotels in Kenya is scanty yet organizational resilience is a topical research issue globally, hence the need for the current study. On this backdrop, the study sought to find an answer to; what are the roles of HRM practices in developing organization resilience in Nairobi County star-rated hotels?

1.2 Purpose of the Study

This study sought to find out how Human Resource Management practices influenced organizational resilience in classified hotels in Nairobi County, Kenya with an aim of coming up with strategies that hotels can adopt to build their resilience.

1.3 Objectives of the Study

The specific objectives of the study: -

1. To investigate the role of recruitment and selection in developing organizational resilience in star rated hotels in Nairobi County, Kenya

2. To examine the role of employee training in developing organizational resilience in star rated hotels in Nairobi County, Kenya
3. To probe out the role of employee compensation in developing organizational resilience in star rated hotels in Nairobi County, Kenya
4. To analyse out the role of employee performance appraisal in developing organizational resilience in star rated hotels in Nairobi County, Kenya

1.4 Research Hypotheses

The study tested the following null hypotheses:

H₀₁: Employee recruitment and selection have no significant influence on organizational resilience development in star rated hotels in Nairobi County, Kenya.

H₀₂: Employee training has no significant influence on organizational resilience development in star rated hotels in Nairobi County, Kenya.

H₀₃: Employee Compensation has no significant influence on organizational resilience development in star rated hotels in Nairobi County, Kenya.

H₀₄: Performance appraisal has no significant influence on organizational resilience development in star rated hotels in Nairobi County, Kenya.

1.5 Significance of the Study

The study aimed at providing data-based information on how HRM practices contribute to hotel resilience. This will assist hotel managers, owners and new investors in structuring their HR function for business continuity when affected by market disruptions. Subsequently, it added to the existing body of literature on the strategic thinking of hotels in Kenya. The Kenyan hospitality sector has been vulnerable to a myriad of risks and therefore the study brought perspective on the risks and ways of developing resilient frameworks to guarantee business resilience.

To hospitality academia, the findings of this study would be useful in developing hospitality resilience models for a local context. The findings would trigger similar studies in other related and service industries that also suffer resilience problems. Hospitality investors get informed of the underlying risks that they should prepare for, even as we experience very many international hotel brands eyeing the local markets. For policy makers and government bodies, the study would be very crucial in creating a resilient tourism industry and regulation.

1.6 Scope of the Study

The study focused on HR managers / officers in star rated hotels in Nairobi County. There are fifty-three (53) such hotels according to Tourism Regulatory Authority (2019). This meant that the findings of the study should only be generalized to other non-classified hotels with caution. There are many HRM practices but the study concentrated on four pertinent components, namely recruitment and selection, training and development, compensation or rewards and performance appraisal. There were other HRM practices that may affect organizational resilience that are outside the scope of this study.

1.7 Limitations of the Study

Oso and Onen (2011) defined limitations as factors beyond researcher's control. The research was limited to the respondent understanding of the issues asked. The dearth of recent literature and current publications on organization resilience in hospitality sector posed a challenge. However, the researcher explored closely related literature. The concept of organizational resilience was somewhat new to the respondents. To counter this, the researcher explained to them the meaning of organizational resilience prior to participation in the study.

1.8 Assumptions of the Study

It was assumed that the HR managers and officers were informed and knowledgeable enough to participate in the study. It was also postulated that among the managers, the HR managers were the best sources of information on HRM practises in the hotels since they were the executors of the said practises. Further, the study assumed that the respondents were honest and truthful in all the responses given.

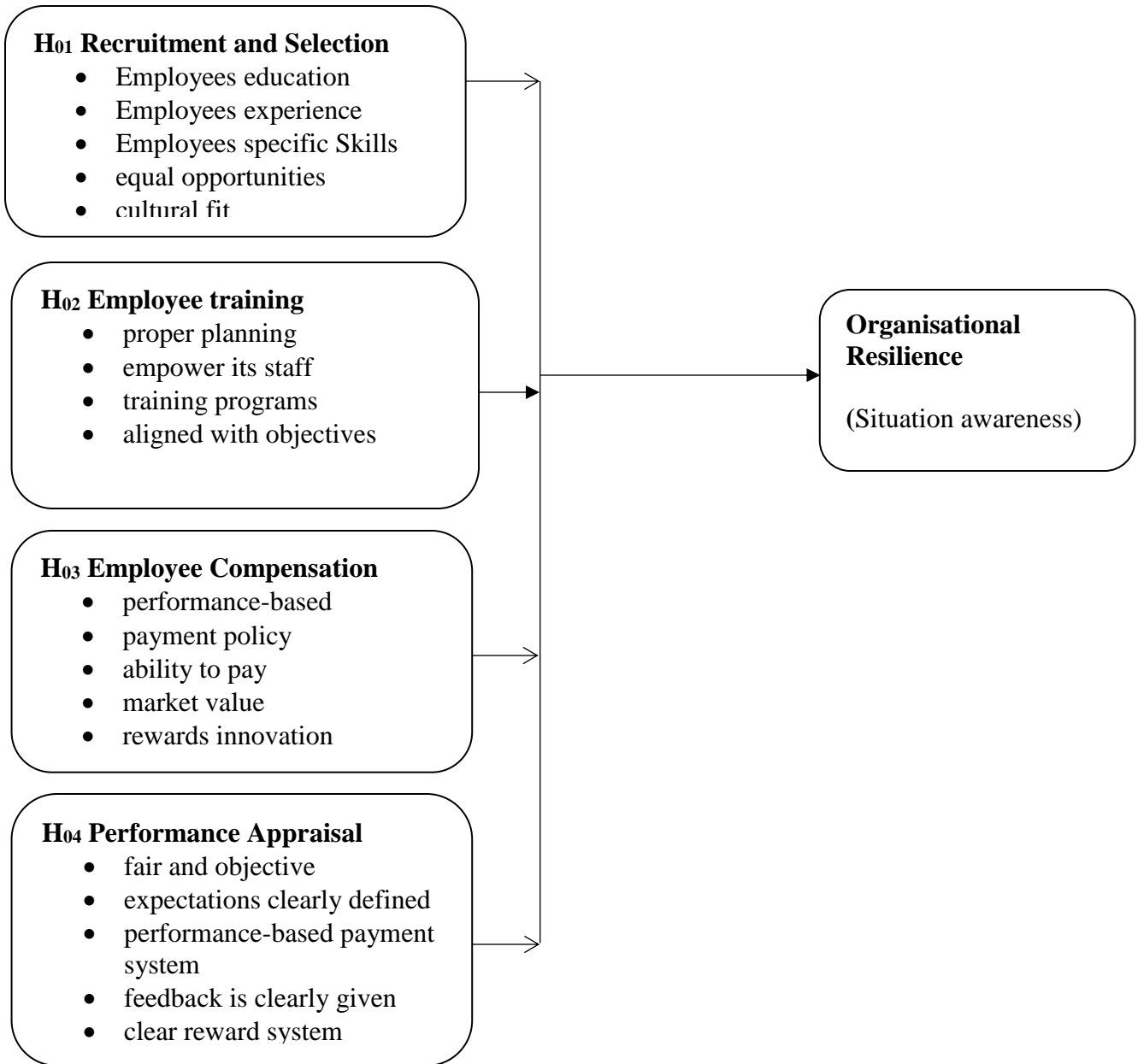
1.9 Conceptual and Theoretical Framework

1.9.1 Conceptual framework

In this study, HRM practices (comprising recruitment and selection, employee training and development, employee compensation and performance appraisal) were taken as the independent variable while organisational resilience is the dependent variable as shown in Figure 1.1. According to Ilmola, Park, and Hyun Yoon (2013) in Ateke and Nwulu (2018) awareness, adaptation, agility and active learning are seen as the core components of organisational resilience. It is for this reason, the researcher found it appropriate to adopt situation awareness as a measure for the organisation's resilience. Situation awareness is therefore taken to be an understanding of the organisation's different parties and how they are related to each other to enable survival through a crisis and thriving even under uncertainty. In conjunction with this definition, the human resource is deemed to scan around the surrounding environment to discern opportunities for exploitation while escaping the threat that may befall them.

Independent Variables

Dependent Variable



(Source: Researcher’s conceptual framework, 2019)

1.9.2 Theoretical Framework

Resource-Based View

Originally, Resource-Based View theory was coined by Birger Wernerfelt in 1984 as one tool for strategic positioning where a firm lays foundation to develop strong capabilities that would guarantee adaptability and ultimately lead to superior performance with time. This theory was also referred to as resource advantage theory. Later it was modified to the modern Resource Based View (Barney 1991). RBV aims at analysing and interpreting resources necessary or those that have enabled the firm to gain a sustainable competitive advantage. This theory postulates that the resources and capabilities of the firm do reside within the organisation to enable it to take sustainable advantage (Madhani, 2010). On this note, therefore, not all firm's resources are in a strategic position to give a competitive advantage. Competitive advantage comes in when resources are heterogeneous and immobile since competitors would find it difficult to imitate.

There are three types of resources that are usually considered in a firm namely; physical resources, human resources and organizational resources (Barney, 1991). By understanding these three resources a firm's manager can easily use them to achieve competency and appreciate how assets of the firm can be applied to give a better performance. Barney (1991) defined resources ascribed to competitive advantage need to be valuable, rare, imperfect imitable and non-substitutable (VRIN) to enable superior performance. It should be clear with the recent works that developing capability based on a sequence of a learning curve, a firm would keep rolling ahead of other imitators. The learning curve is important in preventing rivals from leapfrogging.

This study borrows from RBV human resource as a way of creating agility and capability to stand during emergencies and crisis. Despite the theory outlining all the three types of resources, little

efforts have been made to ascertain the effect of RBV resources on organisational resilience and this is the gap that the current study sought to address.

Theory of Resilience

Breda (2018) reasons that resilience theory has its base in research on adversity and how adverse life shocks or experiences can harm people. In simple term, it is how to survive a difficult moment or situations (Ledesma, 2014). In recent times, research on organisational resilience has soared owing to the increased disruptions of global businesses (Samba & Vera, 2018). This theory posits that there are three stages of organisational resilience that is, the assessment stage of threat, acceptance of the new situations and adoption of amendment strategy. For an organisation to achieve these stages, there should be a good infrastructure that is a strong structure, culture and enough resources.

The current environment of business is highly unstable, unpredictable and equivocal, making the theory of organisational resilience a necessary concept. This theory tries to enhance how individuals working in such an environment, know how best they can absorb shocks from in and out of the organisation. Theory of resilience, when applied intelligently and critically, in Kenyan hotels situation, would help with a new understanding of how people in the resource-constrained environment would improve growth and development to lead to social and economic prosperity. These two theories, the RBV and the theory of resilience underpins this study.

CHAPTER TWO

2.0 REVIEW OF RELATED LITERATURE

2.1 Introduction

This section reviews empirical literature and contains practical studies based on the following subtopics; recruitment and selection and organizational resilience, employee training and development and organizational resilience, employee compensation and organizational resilience, performance appraisal and organizational resilience and lastly organisational resilience. The chapter also captures the research gaps from the literature reviewed.

2.1.1 Recruitment and Selection and its Relationship with Organizational Resilience

Ekwoaba, Ikeije and Ufoma (2015) investigated the role played by recruitment and selection criteria on Fidelity Bank performance in Lagos, Nigeria. The study involved 130 respondents who were picked randomly from 6 business divisions of the bank. Responses were noted from a questionnaire and the participants comprised of top management, middle and lower workforce. Recruitment and selection criteria significantly impacted the banks performance. This is to mean the more objective the criteria are, better are the chances of improving bank performance. The results should however be interpreted carefully since as Osemeke (2012) documents, productivity of a firm will only increase with right people being picked for the job.

Selase (2018) in Accra, Ghana sought to determine impact of recruitment and selection criteria on GN Bank performance. Research studied 16 full time staff and 6 contract staff randomly from GN Bank by the help of their serial number and random numbers. Using a survey research design results were summarized for another 130 employees who responded via questionnaires. It was recognized that recruitment being a genuine business for the organisation productivity need to be done thoroughly. Also, from the descriptive and inferential statistical result revealed that it was

imperative to subject potential candidates to a scrupulous scrutiny to enable an organisation be palatable after effect of recruitment process.

Karia, Omari, Mwanaongoro and Ondieki (2016) investigated impact of recruitment and selection on performance of public water utilities in Tanzania. Taking a sample of 417 water employees, a correlation and descriptive research design were applied to the study. Information was gathered via questionnaire and interviews with line managers. Analysis of the responses showed that recruitment and selection process negatively influenced performance of the public water. There was no free choice of the potential candidate and hence ended up choosing unqualified individuals. This necessitates development of policy and strategy to direct the recruitment process for due diligence.

It is during the recruitment process that the management determine the candidates' qualifications and attitude toward work. In another descriptive research designed study of Nigerian manufacturing firms by Oaya, Ogbu and Remilekun (2017), assessed the role of recruitment and selection in employee performance. It emerged that capability of the employee to perform the job under consideration ought to take first interest rather than host community influence. This study did not only investigate the impact recruitment and selection on the performance and could not make inferences on the top and therefore current study furthered this by carrying out inferential statistics.

In summative, it can be said there is paucity of information on the study relating recruitment and selection and resilience. To add on that, hospitality industry and especially those in Kenya have been left out in all this study. And as such the study unlocks the unknowns when it hypothesised no

significant relationship between recruitment and selection and organisation resilience in Kenyan hospitality context. The study thus can be said to go deeper and deeper on the subject.

2.1.2 Relationship between Employee Training and Organizational Resilience

Ateke and Nwulu (2018) sought to find the nexus between employee competency development and organisational resilience for employees in deposit money bank in Port Harcourt. An explanatory research design was adopted to frame the result from 94 questionnaires collected from 22 bank in the category of top and middle managers. Through the correlation analysis, the study inferred that a strong positive and statistically significant association between the study variables. This current study differed from as they only considered one dimension of HR practices while at the same time using multidimensional dependent variables. There is also a feeling the reliance on correlation analysis only to test the hypothesis was inadequate as this would not tell the degree of relationship while ignoring how competency would affect resilience which can be done using regression analysis. For this reason, the current study used both analysis in its summations.

Tamunomiebi (2018) documented how employee ethical training predict organisation resilience in tertiary health institutions in Bayelsa State by questioning 113 directors and head of departments. Resilience was measured by situational analysis and keystone vulnerabilities. A cross sectional research was adopted to study the entire population in the institution. Correlations results indicated a strong and positive relationship between ethic trainings and organisation resilience. Again, a regression results would have helped to tell change of the training and resilience variables in the said hospital. The study would also be different in the sense that it makes use of situation awareness as measure of resilience since according to Nairn (2011) situation awareness acts as a degree of an organization's comprehension and appreciation of its total working milieu.

Umoh, Amah and Wokocha (2014) jointly studied effect of management training of their workforce on organisational resilience in the Nigerian manufacturing firms. A sample of 140 employees were selected randomly from Port Harcourt to respond to the interviews and answer questionnaires. A response of 93 were retrieved. The study posited that training develops management skills which eventually influenced organisational resilience significantly through the acquired knowledge over time.

Siddiqui (2017) cross-examined if trained employee enables organisation perform well during economic crisis. According to this study, training of an employee should be an apparatus that enables one to perform their role effective and make a significant contribution on the area they work under. Siddiqui (2017) postulates that trained employees do not only make organisation to flourish and generating profits but also helps them to adjust in incidence of sudden changes especially in crises which are unpredictable that tends to have an adverse effect to many organisations. Further, training is not only important for resilience but even for maintaining organisation productivity and competitiveness in the market. It is important note that organisations need not wait for crisis to train their employees. Employee training and any development thereof are found to be imperative in developing resilience in an organisation. Indeed, training acts as a building block for organisational resilience. Siddiqui (2017) was majorly an integrative review on the training and role in development of resilience whereas this study provides a practical evidence from hospitality evidence.

Ogbu and Idowu (2017) too researched on the effect of training on insurance firm performance in Abuja-Nigeria. This study involved 120 employees who were issued questionnaires tailored to assess training and performance variables. A t-test was applied to test the relationship. The results revealed that on-the-job training were particularly importance for firms' productivity while off-

the-job training were more beneficial when it comes to innovativeness in the insurance industry. This means that a regular training is necessary to cover all time firm events including those of crisis moments. Ogbu and Idowu study did not cover the induction or orientation training which is necessary for acquainting employees with the job and firms as whole and what is expected of them. This study considers how orientation help new employee familiarise with the institution behaviour and etiquette without committing grievous errors.

Kun,Cowden and Karodia (2014) documents the role of training and development on employee performance in South Africa using a random sampling method to select participants for this study, the study adopted a quantitative approach. The findings revealed that working conditions and lack of resources affect the training and development of employees. Kun et al. (2014) therefore recommended that certain areas be improved with bias on management support, the provision of feedback to employees and the conducting of employee training on a continuous basis. All these were taken as relevant areas of training which even this study revisited.

2.1.3 Employee Compensation and Organizational Resilience

Khan et al., (2019) sought to understand the contributory role of HR practices on resilience of the Pakistan's telecommunication sector employees. They studied employee benefits, both monetary and non-monetary, towards building their resilience. The carried out a qualitative study where interviews were carried on the directors, managers and employees in the sectors. The findings indicated that employee's level of benefits acted as a motivating factor that helped to build firm affinity with the organisation. Even though data was collected from interviews alone, it would have been appropriate to consider use of questionnaires so that a wide sample would have been reached. This study made use of both questionnaire and interviews to get all round. Again, the focus on the study was skewed toward how benefits offered by an organisation helps to build

employees own resilience the current study focused on how HRM practices can build an organisation resilience.

Rahman and Chowdhuri (2018) investigated the effect of employee compensation on their citizen behaviour in private commercial bank in Bangladesh. Data was gathered from 27 banks with 74 employees within Bangladesh capital city. Purposive sampling was employed with some aspect of judgemental sampling. Employee compensation was measured by six items adapted from Chuang and Liao (2010). Correlation and regression analysis showed that employee compensation positively and significantly impacted employee behaviour and attitude within the banks' workforce. However, the study escaped relating compensation to the organisational resilience by deviating to behaviour and attitude of the employee and thus necessitating this study. Element of judgemental sampling method was inappropriate as it increases the chances of biasness which the current study tries not to use.

Good compensation to the employees is seen to improve their mood positively, motivation and productivity to greater height (Wachiuri, 2017). To add to that, the recipe for organisational resilience is built from the involvement, empowerment, trust, development, teamwork, transparency, and performance-based compensation, according to Trifoglio, 2018. The study by Trifoglio (2018) for old Finnish nurses presumed a positive association between organizational resilience and the compensation each nurse receives. According to the study the compensation or reward and gifts should have options from which one to choose from. Trifoglio (2018) was majorly descriptive and deviated into focusing employee compensation and only made a general conclusion of the expected nexus between the two variables under investigation. This study tested not only the degree of association but also the impact employee compensation has on hotel resilience.

Fisher (2020) reports that workers who are distressed often produce less and their services fall towards the customers and this further translated into weak organisation and reputation damage. A weak organisation suffering from employee is characterised by rise in health insurance needs, to an extent a short- and long-term disability, and costs related to employee turnover (Fisher, 2020). Subsequently, the reporter says that the way out of this is by reassuring availability of resources and making them accessible to all will relieve the distress. Robinson (2020) argued that whenever employees selfcare and compensation are prioritised incidence of improved morale and productivity while at the same time lowering incidences of absenteeism and turnover which further put resilience of the organisation at stake. This backs Robinson (2020) findings that 89% of the happy people emanating from good pay can be controlled with ease. Implying that an organisation that want to build their resilience based on increased cooperation can employ this tactic.

Mangale (2017) studied employee compensation and its role on productivity on Kenya Literature Bureau (KLB). Compensation was conceptualized by whether it was received directly, indirectly or non-monetary. Forty-five employees working at KLB were consulted. A stratified sample was taken based on whether one was a manager, support or subordinate staff. The result showed that employed regardless of the form of compensation adopted had great impact on productivity of the employee. In such a company, retention rates are high and labour turnover is reduced. Hameed, Ramzan, Zubair, Ali and Arslan (2014) adds that positive attitude toward the compensation is also a contributor to employee resilience. Implying that the perception one has matters on their ability to respond to random changes in benefits and work environment.

Prospective employees assess corporate reputation based on attributes like salary and job security (Schwoerer & Rosen, 1989). Job security and compensation are the prime factors that determine organizational reputation in terms of an organizations image as a trustworthy and reliable employer

(Selvaraj & Joseph, 2014). It is well-known that reputation is everything to the life blood of any business. A reputable firm is likely to survive at all-time, whether faced by ‘storms’ coming internally or externally (Selvaraj & Joseph, 2014). In this regard, compensation done to employees cannot be taken lightly. In tandem, Quresh, Akbar, Khan, Sheikh and Hijazi, (2010) argument that compensation practice does in deed link positively with the financial performance of banks is not misplaced. Therefore, compensation can easily inspire employees to contribute extra effort at their workplace.

2.1.4 Effects of Performance Appraisal on Organizational Resilience

A research on effect of performance appraisal on organisation productivity of World Health Organisation (WHO) employees working in Somalia and Sudan offices was carried out by Mwema and Gachunga (2014). In their research, they applied a descriptive research design and regression analysis was used to test effect of the variables. Performance appraisal was measured by whether appraisal is based on targets, accomplishment, organisation goals, time management and efficiency in performance. The scholars recommended the need for institutions to have appraisal systems that incorporate employees’ opinions and organisation objective which is what was referred to as management by objectivity and behavioural performance, to increase their organization productivity as whole.

Wachiuri (2017) in a case study of KPMG sought to understand performance appraisal and organisation performance. Performance appraisals methods investigated were objective-based appraisals, 360-degree and numerical rating scale appraisal. The research was descriptive in nature where the unit of analysis were the companies’ employees who responded to questionnaires administered. It was discovered that majorly objective based appraisal system explained by far the firm performance, hence recommendable for institution wishing to gain competitive advantage in

the services sector. In terms of numerical rating, most managers are impartial in giving rating even though the rate may not be a true representation hence forming a weakness to this method. In addition, 360 feedback mechanisms to the stakeholders is an effective performance tool that enhance performance. Both Wachiuri (2017) and current study consider company in the services industry, however, Wachiuri (2017) only considered one of the major HR practices or function while here, four are given consideration.

Kim (2011) observed that any company whether public or private when facing economic crisis will feel challenged to act on a turnaround strategy. This may mean new appraisal and demotion or to an extreme end sacking of some staff. Going by this, is to mean performance appraisal may come at different time and the way it is handled will mean it can either lead to success or failure. This, Kim (2011) study of public sector did not address appropriately and is as result the research feels there is a knowledge gap. Uniquely, an online survey by Ricci (2016) find that role of performance appraisal systems is effectively felt when predicting organisation goals/outcomes rather when the event has happened.

According to Kithuku (2012) performance appraisal can either have a positive or negative impact on job satisfaction. Basing argument on general conclusion made by Simões (2013) study of effect of HRM practices on employees during crisis, it is important to really think twice, and reflect on all the possible consequences, before applying any change to the appraisal systems. Simões (2013), conducted the research questioning employees from both companies in private and public sectors as well as multinational organisations in Portugal.

2.1.5 Organisational resilience

Organisational resilience refers to the ability to anticipate agitation, to resist by adapting and recover by restoring to the earlier state as much as possible (Madni as cited in Umoh et al., 2010). McManus (2007) coins a working definition of resilience as a function of an organisation's being aware of their situation that helps them manage all their key vulnerabilities by adapting to the environment which is complex, ever-changing and interrelated. This implies that one must mark and know the environment they are living in, level into which they are prepared for perturbations and capacity they have, to recover fully from the situation. Resilience therefore will be told by the ability to absorb shocks from organisation environment. Management of a resilient organisation thus should be able to know this at board level or should be made known to them by their risk department plus be aware of the extent of risk, people, facilities, activities, services and supply chains are exposed to (Alastir, 2010). Simply put, organisational resilience is the ability of firm to recover and maintain their original state (or as much as possible) when they are disturbed by an occurrence (Constas & Frankenberger, 2013)

There have been different ways of measuring organisational resilience. According to Umoh et al., (2014) organisational resilience is measured on organisation learning, adaptive capacity and dynamic capability. Organisation learning is understood to mean the ability of an organisation to see changes and signals from environment and respond accordingly. The environment here also should enable learning as a culture and innovation emanating from individuals and organisation. Adaptive capacity as defined by Walker et al., (2002) is a feature of resilience that shows learning and flexibility to experiment and adoption of novel solutions plus any development of responding to myriad of challenges that organisation is vulnerable to. An institution that has adaptive capacity is characterised by ability to learn to live with uncertainty, be able to nurture diversity for

reorganization and renewal, ability to combine different types of knowledge for learning and creation of opportunities for self-organization (Folke, Colding, Berkes 2003). Dynamic capability is interpreted as ability of firm to integrate, build and reconfigure competencies (both internal and external) to be in position to act when environment keeps changing (Teece, Pisano & Shuen, 2010).

On their part, Okuwa, Nwuche and Anyanwu (2016) measures organisational resilience in terms of the agility and adaptive capacity. By agility they mean being alert of the changing nature of work environment and having the capacity to utilize the available resources to respond to any disturbance in the surrounding. Alertness in this case should be quick to respond to threat coming to destabilize the organisation. Therefore, it can be said that, the higher the threat the greater the agility the organisation ought to have to restore itself from the threat/disturbance. It is worth noting that Okuwa et al., (2016) attribute agile institution to be informed all over their structure from technology, business processes, people, information to business strategy since this determine organisation competitiveness.

Deniz and Azru (2015) measures organisational resilience in terms of robustness, agility and integrity. Most recently, Akgun and Keskin (2014) introduced competence orientation, deep social capital, original/unscripted agility, practical habits, behavioural preparedness, and broad resource networks. Another scholar (Lengnick-Hall et al., 2011) trying to measure organisational resilience assessed it using three dimensions, namely cognitive, behaviour and context dimension. Cognitive resilience is taken as conceptual orientation enabling firms to notice, interpret, analyse, and formulate responses to survive beyond the present circumstance. Behavioural resilience means the apparatus that keep firms moving on. Contextual resilience provides the setting for integrating and using cognitive resilience and behavioural resilience (Xiaon & Cao, 2017).

McManus et al., (2008) developed a measure for organisational resilience where it was based on situation awareness, management of keystone vulnerabilities and adaptive capability. These measures were further enhanced by Amy, Vargo and Seville (2013) in their study where the constructs were modified to focus on strategic positioning. And as such this study adopted instrument generated by McManus et al., (2008) by customizing them to the hotel set up in the country. The choice of these measure is based on fact that it is rarely operationalized and it has been developed in research thus giving a good context for further research.

2.2 Research Gaps

Despite there being many studies concentrating on HRM practices there has been a variety of choice when selecting the practices to study. A gap also exists in that most empirical evidence has chosen to study only one HR practice regardless of the wide and common HR practices. This study, therefore, came in to bridge this gap by checking how a bundle of HR practices and influence organisational resilience.

Most researchers have avoided checking on the ability of the organisation to stand in turbulent or crisis moments and thus have majorly focused on overall organisation performance. Resilience has been studied well in the West African countries and Europe but there exists a conspicuous dearth of knowledge on the same in sub-Saharan Africa and especially Kenya where we have experienced various shocks. Hence it is important to cover resilience in preference to firm performance.

Hospitality industry has experience challenging moments ranging from inflation, hiring and retention of staffs, irregular cashflows, competition, dynamics in the marketing trends, operational issues and so on (Mistry, 2021). Subsequently, the industry level of resilience needs to be kept high for such and such times. Scanty research on resilience in this industry reveals a gap that ought

to be bridged through a study of how the surviving remain afloat amidst this volatility in the industry.

Further, as noted, measures of organisational resilience are several and it would be good to test them in Kenya context and see which are appropriate. In addition, there is a gap in the development of theory on resilience and this study would help in filling a gap with practical experience of the hospitality industry in Nairobi, Kenya. All this justify why an empirical data linking HRM and organizational resilience need to be sought.

CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

The study adapted an embedded mixed research design. This design integrates the collection of both qualitative and quantitative data (Creswell & Plano-Clark, 2011). The four major types of mixed methods designs are the Triangulation Design, the Embedded Design, the Explanatory Design, and the Exploratory Design. The Embedded Design is a mixed method design in which one data set provides a supportive, secondary role in a study based primarily on the other data type (Creswell, Plano Clark, et al., 2003). The premises of this design are that a single data set is not enough, that different questions need to be answered, and that each type of question requires different types of data. Researchers use this design when they need to include qualitative or quantitative data to answer a research question within a largely quantitative or qualitative study.

3.2 Variables

The independent variable was the HRM practices, specifically, recruitment and selection, employee training, employee compensation and performance appraisal variables. The dependent variable was organizational resilience operationalized as situational awareness. The study variables were measured as shown in Appendix E. Some of the measures were adopted from past research work by different authors. It is worth noting that there are other HRM practices that continue to be developed outside those under study.

3.3 Location of the study

The study was conducted in classified hotels in Nairobi County, Kenya. This area was preferred because it had the highest number of classified hotels in Kenya as gazetted by TRA (2019). This translated to 24.4 % of the total accredited hotels in Kenya. (Appendix D). Nairobi County is one

of the 47 counties in Kenya and constitutes an area of 696 km² and a Population of 4.397 million (Kenya National Bureau of Statistics, KNBS, 2019) making it the most populated city in East Africa and the 14th largest city in Africa. The map of Nairobi County is attached in the Appendix C. Nairobi County is a business and leisure tourism hub and therefore one of the country's hospitality hotspots. This is largely because of its central placement as well as being the Kenya's political and financial capital. Nairobi County has the main tourism infrastructure establishments including the largest airport, the main standard gauge railway station among others.

3.4 Target Population

The unit of analysis was the classified hotels found within Nairobi County. The target population comprised of management of the star rated hotels especially the HR managers or officers. Classified hotels were chosen as they were deemed to possess the standards that the industry should benchmark with. According to the national classification register of March 2019, there are fifty-three (53) star rated hotels in Kenya (TRA, 2019) (Appendix D). Managers and/or officers were chosen since they best understand the human resource operations of a hotel and the dynamics in the industry unlike junior staff who may be new or know little about the entire or history of the hotel operations. Representatives of tourism and hospitality bodies were also included to aid in a bird's eye view point regarding organizational resilience from an industry perspective.

3.4.1 Inclusion Criteria

The study targeted all the star rated hotel's managers especially those in human resource department within the Nairobi County. Therefore, all the two-star to five-star hotels found within Nairobi County were included. All 53 HR officers/managers were given a chance to respond to the research instruments, or the next available person in charge of the HR department was included.

3.4.2 Exclusion Criteria

This study excluded all the hotel managers and star rated hotel outside Nairobi County. Participants of the study who failed to respond to 2 reminders sent to them after every 2 weeks since the first email were excluded from the study.

3.5 Sampling Technique and Sample Size

3.5.1 Sampling Technique

The classified hotels were grouped into homogeneous units of four strata that is five-star, four-star, three-star and two-stars. In addition, the total number of the managers/officers in charge of the HR department would not be known with certainty as they vary from one hotel to another what was certain was that there is some people involved on managing the human resource. Due to this, a purposive sampling was deemed fit and used to narrow down to HR managers or officers from all the strata to minimize the bias and inclusivity. HR managers and officers were deemed to have the requisite knowledge on HR practices.

3.5.2 Sample Size

According to TRA (2019) there are 53 star rated hotels in Nairobi County. Of these 53 hotels, eleven are 5-star, sixteen are 4-star, fourteen are 3-star and twelve are 2-star hotels. The researcher sampled 48 hotels. Further, it was assumed that due disparity in the size of the hotel they ought to have a varied number of staffs in HR department as star rating changes. Therefore, four- and five-stars hotels was allocated to have 3 managers or officers working in the department while two and three stars would have 2 managers/officers to respond to the research instruments. Five hotels were excluded because they were used for pre-testing the research instruments. To determine the number of respondents in each hotel, the study looked at the estimated number of HR staff in the various hotels. Table 3.1 shows the sampling frame chosen for the study.

Table 3.1 Sampling Frame for the Star-rated-Hotels

Hotels	Number of hotels in each stratum	Number of Hotels used for pre-test	Number of hotels sampled	Number of Respondents
Five-star	11	1	10	30 (10*3)
Four-star	16	2	14	42 (14*3)
Three-star	14	1	13	26 (13*2)
Two-star	12	1	11	22 (11*2)
Total	53	5	48	120

3.6 Research Instruments

Questionnaires and interview schedules were the data collection instruments since the study relied on primary data to test resilience in the current time. The design of the questionnaire was semi-structured containing both open and close ended questions. Interviews were used to gather the opinion of tourism regulatory and business associations. During the interviews the researcher employed probing technique to obtain as much information as possible on the state of organizational resilience. Interviews were conducted via Zoom due to COVID 19 restrictions.

The semi-structured questionnaires for HR managers had two sections; Section one enquiring about the hotels' profiles and section two intended to measure all the four variables on a five-point Likert scales (1= strongly disagree, 5= strongly agree) with a neutral point (3) for uncertainty at the middle of the scale. Google Forms was preferred to gather information from HR managers and officers as the researcher could not access the managers face to face due to the COVID 19 pandemic (Appendix A).

3.7 Pre-testing

A pre-test was done to enhance the quality of the instruments and establish whether the respondents had difficulties understanding the words, questions and the sentence structure. According to Sekaran and Bougie (2013) pre-test should be executed in at least 10% of targeted sample size. So, a total of 5 hotels were selected where their managers/officers were used to respond to the research instruments. Four-stars hotels since they had high number of hotels 2 hotels were chosen while in the other star rated each hotel was used. Pretesting as quoted by Cooper and Schindler (2014), was to ensure that what was intended to measured was correctly measured. The result from the pre-test was tested for validity and reliability see Table 4.2.

3.7.1 Validity

A valid research instrument is one that has accurate metrics for what was supposed to measure. There are two types of validity, construct and content validity. For construct validity, data collection instrument is adopted from HR practices and organization resilience scales developed by past research. The result of the pre-test was discussed at length with the supervisors and correction thereof observed in the research instrument for content validity.

3.7.2 Reliability

The researcher made use of Cronbach Alpha for testing internal consistency. Reliability determines the consistency of an instrument (Field, 2006). All constructs with an alpha score of 0.7 were adopted while any construct with an alpha score less than the critical value was amended or dropped as Wise (2013) advises.

3.8 Data Collection Techniques

Few questionnaires were administered through drop and pick method while most were sent inform of google forms. This is because most hotels were closed as a result of the COVID 19 pandemic and most of the respondents were away from their desks. Other respondents opted for the soft copy questionnaires which were sent to them as email attachments. Interviews with the selected managers and or officers in the department were through the help of zoom platform.

3.9 Data Analysis

Qualitative and later quantitative analysis techniques were used since the response were ranked in 5-point Likert scales. Research hypotheses were tested as per specific and overall objectives. Qualitative data was transformed into numerical codes to represent various variable and in case of interview a description of responses was summarized. Qualitative data was analyzed and results presented in frequency and percentage. Inferential statistics were also analyzed by relating the HR practices to the organization resilience measure. A simple linear regression was fitted for each independent and dependent variable to test significance of independent variable on organization resilience. A multiple linear regression was fitted to incorporate the impact of all the four independent variables on organizational resilience measures tested at 5% level of significance. The use of regression was justified on the argument of Sullivan and Artino (2013), Harpes (2015) and Liddel & Krusche (2017) who avers that in the context of Likert scale and large sample (sample size>30) similar conclusions would be made regardless whether parametric or non-parametric analyses are conducted. Since parametric inferences can be easily be interpreted and subjected for further analysis, it remains the only option and a recommendation to use parametric statistics. On that vein, correlation analysis was used to measure the strength of the relationship between the

independent variables and organizational resilience. An Analysis of Variance (ANOVA) was applied to test differences among group means of the study variables and this analysis helped to tell the significance of the model.

3.10 Logistical and Ethical Considerations

Before start of the study an ethical clearance was sought from National Commission for Science, Technology and Innovation (NACOSTI) (APPENDIX F and G). On top of that the managers/officers of the participating hotels were contacted via mail to grant permission. The researcher developed a list of all HR managers in the target hotels. The respondents were requested to participate in the study and assurances was given for their privacy and data security. Participation was voluntary and no one was forced or remunerated to participate. The respondents were assured of anonymity. All the data was kept secured in password-protected computers. Qualitative data collected using the interview schedules was analysed using content analysis and was reported in line with each objective of the study.

CHAPTER FOUR

FINDINGS

4.0 Introduction

This chapter present analysis done as outlined in the previous chapter by testing the hypothesis presumed in chapter one. An understanding of the hotel’s resilience is found in the background information. In the inferential statistics section, correlation and regression analysis testing hypothesis are revealed.

4.1 Response Rate

The study targeted to get primary information via the questionnaires to HR managers or officers and interviews to the tourism sector bodies. After administering the 120 questionnaires via the google form and mails, a total of 100 were answered to the satisfaction of the researcher giving a response rate of 83.3% as shown in Table 4.1. According to Kothari (2011) it is deemed to be above the threshold required of response rate more than 70 percent.

Table 4.1 Response Rate

Questionnaire	Frequency	Percentage
Completely answered	100	83.3
Unanswered or Incomplete	20	16.7
Total	120	100

4.2 Reliability Analysis

Through pre-test survey, the reliability of the research instrument was done to check the consistency before the real administration to the sampling units to five selected hotels from 2- to 5- stars. A Cronbach’s Alpha was conducted to test the reliability which as per Sekaran and Bougie

(2013) preposition should ranges between 0 and 1. In fact, the closer the alpha is to 1 the more reliable the instrument is. As demonstrated by Table 4.2 all the four variables alpha in range of 0.80 to 0.95, therefore the questionnaire was reliable.

Table 4.2 Reliability Analysis

Variables	Number of items	Reliability Cronbach's Alpha	Comments
Recruitment and Selection	5	0.807	Accepted
Training	5	0.947	Accepted
Compensation	5	0.837	Accepted
Performance Appraisal	5	0.816	Accepted
Organization Resilience	7	0.855	Accepted

4.3 Hotel Background Information

The study sought to the background information that would make a hotel resilient as compared to other. Details regarding time period in operations, types of hospitality offered and number of rooms are explored in the following sections.

4.3.1 Duration the Hotel has been in Operation

The time a hotel has been in operation is a good representation of understanding the successes and struggle that do face hospitality industry. Most of the responding (64%) HR managers/officers were found to be working in hotels that have been in operation for less than 10 years. Hotels that had operated for 10-19 years and above 30 years had most respondents 13% each category. The least class of respondents (10%) had been in operation for 20 to 29 years as depicted in Figure 4.1. This implies that most hotels are emerging and have been in operation for quite some time to understand the business and challenges in the industry.

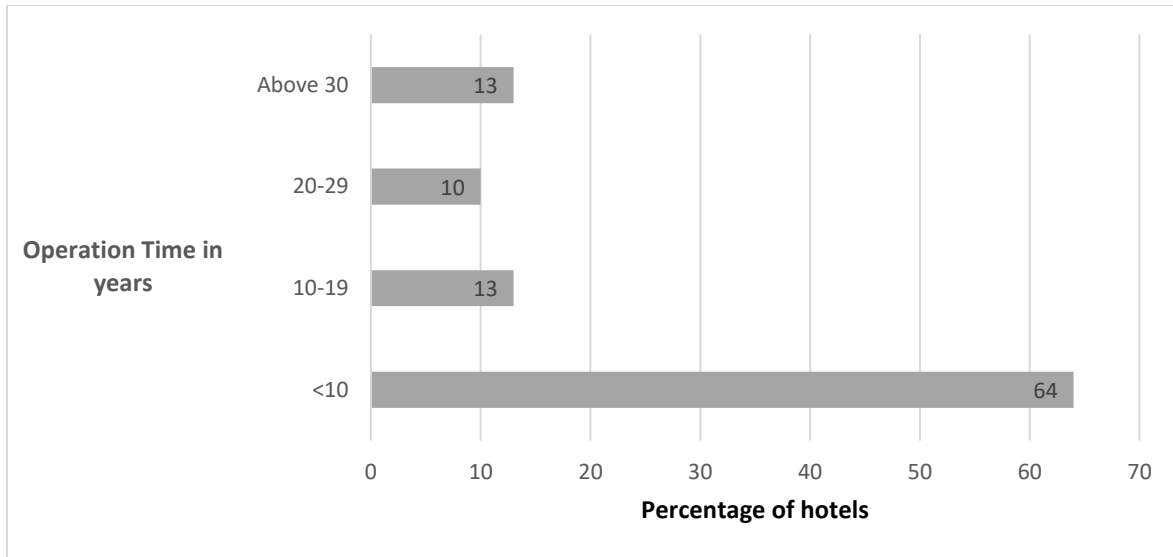


Figure 4.1 Duration the Hotel has been in Operations

4.3.2 Number of Rooms in the Hotels

The number of hotels rooms were sought and as shown by Figure 4.3, most respondents (31%) worked in hotel with 100 to 149 rooms, followed by those operating with 50 to 99 rooms were 25%. Large hotels operating above 200 rooms made up 12% while those working with between 150 and 199 rooms were 17% while those that had 0 to 49 rooms comprised of 15%. The number of rooms a hotel has a lot to do with its size and complexity of its HR department. A sizeable number handle large number of guests.

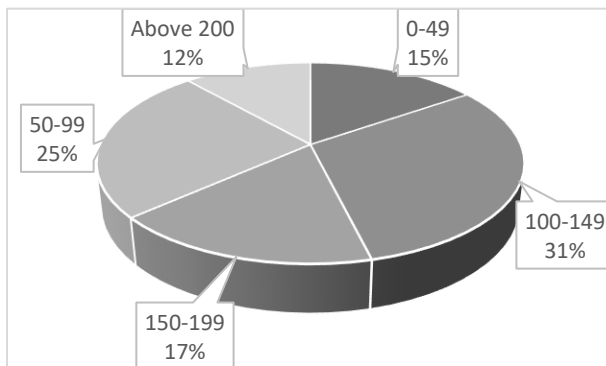


Figure 4.2 Proportion of Hotel's Rooms

4.3.3 Whether HR has Role to Play in Hotel Resilience

The researcher sought to know how respondents perceived HR role in developing resilience. Majority (91%) thought HR had a role while only 7% thought not and 2% were unsure. This is clear indication that most participants felt HR department is an important department as far as organizational resilience is concerned.

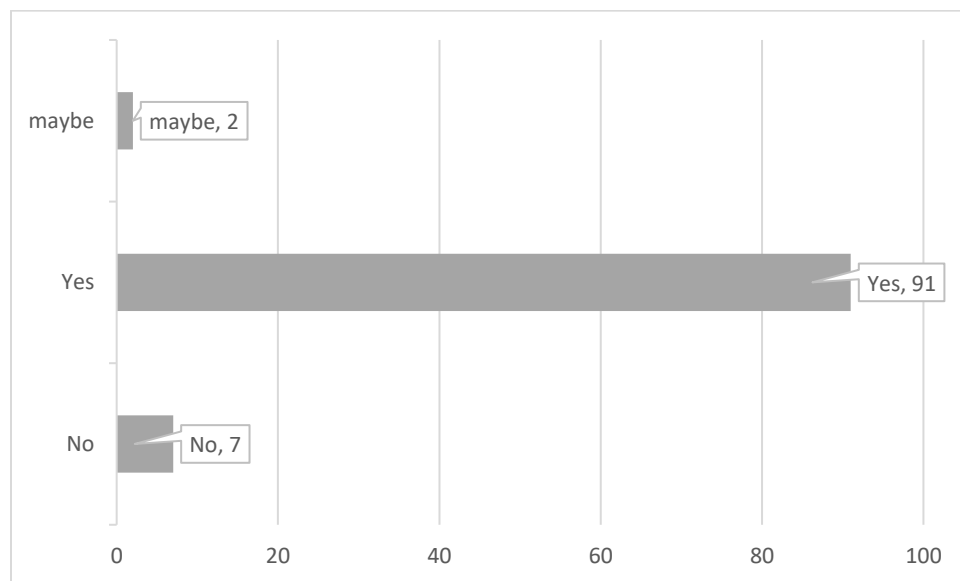


Figure 4.3 Whether HR has role to play in Hotel Resilience

4.4 Descriptive Analysis

This section describes the responses from participants on the given statements where they were to indicate their level of agreement.

4.4.1 Descriptive Analysis on the Level of Preparedness

The researcher sought to know the level of preparedness towards different types of risks, including natural hazards, major accident and fire, terrorism activities, pandemics and loss of critical services. The level of agreement to the preparedness was presented in 5-point Likert scale and finding presented in Table 4.3.

Table 4.3 Descriptive Analysis on level of preparedness

	Percentage (%) n=100				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Our hotel is prepared for a natural hazard	36	45	13	6	
Our hotel is prepared for a financial crisis	26	36	21	13	4
Our hotel prepared for a major accident or fire	32	49	19		
Our hotel is prepared for Terrorism activities	28	37	32	3	
Our hotel is prepared for pandemic	11	51	25	6	7
Our hotel is prepared for loss of critical services	28	43	29		

Based on the findings, 45% agree that they are prepared for natural hazard, 36% strongly agree to this preparedness while 13% are neutral and 6% refute that they are prepared for natural hazards. Majority of the respondents (62%) agree that they are ready for a financial crisis while 21% are indecisive, 17% disagree that they cannot withstand financial crisis. Regarding whether the hotel is prepared against major fire and accident, most respondents (81%) agreed to have a plan in place while a few (19%) were not sure. Terrorism activities have in the recent past disturbed the hospitality industry and according to the respondents 28% strongly agreed to be well prepared to such, 37% agree to have prepared, 32% neither agreed nor disagreed to this preparation while only 3% disagreed with their hotels having such preparation. Also, 62% of the respondents agreed to be prepared to the happenings of a pandemic, 25% were indecisive preparation of a pandemic while 6% and 7% disagree and strongly disagreed respectively to having such measures to stand the pandemic. Further, it was observed that a larger proportion (71%) have measures to save them against loss of critical services even though 29% were unsure to having good plans in case of such losses as seen in Table 4.3.

During the interviews with managers, they were asked if they feel that hotels are fully prepared to handle crisis. One of the managers responded that: -

“No firm can be said to be fully prepared not unless their only business is preparation especially in times when natural disaster or pandemic has struck. A department fully fledged to manage crisis need to be established in hospitality establishments. Again, hotel should not cease researching on what challenges, hotels world over are facing. This help in staying alert at all times” (Manager 1, Nairobi 2019).

4.4.2 Descriptive Analysis on Recruitment and Selection

According to the first objective of the study which aimed at identifying the role of recruitment in developing organizational resilience in star rated hotels in Nairobi County, questions were posed to the respondent to rate their level of agreement on role of recruitment. This was done via 5-point Likert scale question-based candidate’s education, experience, specific skills and cultural fitness as well whether the selection process provided equal opportunities. These rating are provided in Table 4.4.

Table 4.4 Descriptive Analysis on Recruitment and Selection

	Mean	Std. Deviation	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Candidate’s education is considered when recruiting	1.9	0.7	35	45	20		
Candidate’s experience is considered when recruiting	1.8	0.7	36	51	13		
Candidate’s specific skills are considered when recruiting	1.6	0.7	51	34	15		
Our organization provides equal opportunities for recruitment	1.8	0.7	41	44	14	1	
Our organization considers cultural fit of the candidate when recruiting	2.1	0.8	22	48	26	4	

Analysis showed that 80% were interested with a candidate's education when recruiting while 20% neutral on the choice of education. Work experience constitute the larger criterion (87%) of many recruiter's considerations while 13% were indecisive on this. Most respondents (51%) strongly preferred to check the specific skills of the candidates while 34% just preferred the specific skills and 15% were not sure of their stand during the recruitment. Asked if the organisation gave equal opportunities when recruiting, many respondents (44%) agreed, 41% strongly agreed, 14% were neutral while interestingly 1% disagreed on this. Finally, on whether the recruiter checked the cultural fitness of the candidates, 22% strongly agreed, 48% agreed, 26% and 4% took either a neutral stand or disagreed respectively.

These findings are also certified by an interview with an officer representing hotels who stated that: -

“Failing in the selection stage will always place unfit candidates for the job. In fact, hotel recruitment process should always hire employees that not only have the right education background but also possess specific hand-on skills” (Officer 2, Nairobi 2020)

Another manager representative urged that: -

“A proper recruitment exercise will increase an organization's profitability. Unfortunately, it is not always the case in hotels, some hire without paying attention to capabilities. Worse enough is when merit is disregarded” (manager 3, Nairobi 2020)

4.4.3 Descriptive Analysis on Employee on Training

With regard to the second objective, research sought to identify the role of employee training in developing organizational resilience in star rated hotels in Nairobi County. This was done using a 5-point Likert scale where respondent indicated their level of agreement on five statements

focusing on hotel employee training as shown in Table 4.5. The intent of the question was to capture any growth via training of worker toward building their resilience.

Table 4.5 Descriptive Analysis on Employee Training

	n=100						
	Mean	Std. Deviation	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Our organization has proper planning for training	1.9	0.7	29	53	15	3	
Our organization evaluates the effectiveness of training programmes	2.0	0.8	28	49	17	6	
Our organization seeks to empower its staff through training	2.0	1.0	35	41	12	12	
Training programs in our hotel are well thought.	2.1	0.9	24	48	19	9	
Training is aligned with the organization objectives	1.9	0.8	31	50	13	6	

Larger group of respondents (82%) agreed to have a proper plan for their training while 15% and 3% were neutral and disagreed respectively into having proper plans with a mean of 1.9 and standard deviation of 0.7. Also, on whether hotels do evaluate the effectiveness of the training programmes, most officers (49%) agree to evaluation, 28% strongly agree, 17% took a neutral stand while 6% disagreed on having evaluation after trainings with a mean of 2.0 and standard deviation 0.8. Further probe on whether the organisation seeks to empower staff through training was met with 41% who agreed, 35% strongly agreed while equally 12% took a neutral stand and disagreement respectively having a mean of 2.0 and standard deviation of 1.0. Also, the quest as to whether training is well planned and thought, majority (48%) agreed, 24% strongly agreed, 19% were indecisive while 9% disagreed to this, with a mean of 2.1 and standard deviation of 0.9. Lastly, the respondents were asked on level of agreement on whether training is aligned to the

hotel’s objectives, 50% agreed, 31% strongly agreed, 13% were neutral and 6% disagreed to the statement having a mean of 1.9 and 0.8 standard deviation.

Asked how they think hotels in Nairobi can increase their resilience one manager retorted that: -

“It’s through organised training that develop new ways of thinking and hence encourages innovations which on its part generate solution to the challenges that have persisted for long.” (Manager 1, Nairobi 2020).

4.4.4 Descriptive Analysis on Employee Compensation

On the third objective, the study sought to find out the role of compensation in developing organizational resilience in star rated hotels in Nairobi County. This was to be achieved by a close focus on the employees’ compensation attributes that constitute the foundation of the five statement on agreement on a 5-point Likert scale shown in Table 4.6.

Table 4.6 Descriptive Analysis on Employee Compensation

	n=100						
	Mean	Std. Deviation	Strongly	Agree	Neutral	Disagree	Strongly disagree
Our organization use a performance-based payment system	2.5	1.1	27	20	29	24	
Our organization has a payment policy	2.1	0.8	19	59	12	10	
I consider my organization to have ability to pay its employees	2.1	0.8	16	66	6	12	
My organization pays its employees in line with the market value	2.6	1.0	13	42	22	23	
My organization rewards staff who demonstrate innovation	2.6	0.7	3	44	40	13	

The respondents were asked if the hotels applied a performance-based payment systems and majority (29%) were unsure, 27% strongly agreed followed by the 24% who disagreed and 20%

agreed to this system usage. 59% agreed that their hotels had payment policy, while 19% strongly agreed, 12% and 10% took a neutral position and disagreed respectively. Thirdly, asked on whether they thought their hotels had the ability to pay its employees, 66% agreed, 16% strongly agreed, 6% and 12% disagreed to this. Fourth, the respondents were if their hotel pays employees in tandem with market value and 55% agreed to this while 22% and 23% were indecisive and disagreeing respectively. Finally, a cross check on whether innovation was rewarded by the organisation found that 44% agreed to being rewarded, 3% strongly agreeing to this while 40% were not sure and 13% disagreed to being rewarded for being innovative as demonstrated in the table below.

Tourism association manager 2 when asked if employee compensation does play role in hotel resilience stated that:

“Performance-based compensation works magic as it improves the motivation of the employees. Whenever the compensation is tied to the excellent performance. it will generally yield better results” (Manager 2, Nairobi 2020).

4.4.5 Descriptive Analysis on Performance Appraisal

In line with fourth objective which sought to find out the role of performance appraisal in developing organizational resilience in star rated hotels in Nairobi County. The respondents were probed for different measure of performance appraisal (PA) as operationalized in this study and result of the percentages are presented in Table 4.7.

Table 4.7 Descriptive Analysis on Performance Appraisal

	n=100						
	Mean	Std. Deviation	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The performance appraisal is fair and objective	2.6	1.1	13	45	16	19	7
Goals and expectations of employees are clearly defined	2.2	1.1	22	54	9	9	6
Our organization has performance-based payment system	2.9	1.1	10	34	27	19	10
Feedback is clearly given after appraisal	2.5	1.2	24	30	27	9	10
Our organization has a clear reward system for employees who meet their targets.	2.6	1.2	20	30	30	9	11

As realized, most respondents (45%) agreed that PA was fair and objective, 13% strongly agreed, 16% were neutral, 19% disagree to the fairness and objectives alike 7% who strongly disagreed to this. Asked if the employees’ goal and expectations are clearly defined, 54% agreed and 22% strongly agreed to this while 6% were not sure, 6% were disagreeing and 9% strongly disagreed. Also, when asked if payment system is based on performance, 34% agree and 10% strongly agreed to this, 27% were neutral while 19% and 10% were disagreeing or strongly disagreeing respectively. 30% and 24% were agreeing and strongly disagreeing respectively when asked if feedback is clearly given after PA, on the same note 9% and 10% choose to disagree and strongly disagree on that fact and the remainder (27%) took a neutral position. Lastly, most respondents (50%) agreed that their hotels reward those employees who meet their target, however, 20% disagreed or took a neutral stand.

In a rejoinder, manager 3 in an interview emphasis that: -

“Employees need to be made aware of the performance appraisal system used by the hotel as early during recruitment to minimize mis-understanding between the hotel management

and employee. Whenever appraisals take place, feedback needs to be given to the employees. (Manager 3, Nairobi, 2020)

Table 4.8 Descriptive Analysis on Organization Resilience

	Mean	Std. Deviation	n=100				
			Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Most people in our organization have a clear picture of what their role would be in a crisis.	2.2	0.8	14	54	26	6	
During an average day, people interact often enough to know what's going on	2.0	0.8	26	54	14	6	
In our organization we are aware of how dependent the success of one area is on the success of another.	2.0	0.9	35	37	25	3	
If our organization sustained significant physical damage, we would have enough funds to restart operations until our insurance claim was settled.	2.5	1.0	17	31	39	10	3
Our organization has clearly defined priorities for what is important during and after a crisis.	2.4	0.8	14	34	46	6	
Our organization proactively monitors what is happening in its industry to have an early warning of emerging issues.	2.2	0.9	16	49	29	3	3
If something is not working well, I believe staff from any part of our organization would feel able to raise the issue with senior management.	2.2	0.9	23	5	50	14	13

4.4.6 Descriptive Analysis on Organization Resilience

In attempts to understand organization resilience and how it is assessed Table 4.8 was prepared on 5-point Likert scale on different level of agreement. To start with, respondents were asked if people in their organization have a clear picture of what their role would be in a crisis. Majority (54%) agreed, 14% strongly agreed 26% were neutral while only 6% disagreed. Most participants (80%) were found to agree that on an average day, people interact often enough to know what's going on in the organization, nonetheless, 14% and 6% were not sure or disagreed to this. On whether

respondents knew how dependent the success of one area was on the success of another, 37% and 35% agreed and strongly agreed respectively while 25% were not sure of their stand and 3% disagreed. Further, asked if the hotel was to sustain significant physical damage, they would have enough funds to restart operations until insurance pays, 39% were not sure, 31% and 17% agreed and strongly agreed respectively while 10% and 3% disagreed and strongly disagreed respectively.

Moreover, it was sought if the hotels had clearly defined priorities for what is important during and after a crisis, most respondents (46%) were indecisive, 34% and 14% were agreeing and disagreed compared to 6% who strongly disagreed to this. To discover agreement on if the hotel proactively monitors what is happening in its industry to have an early warning of emerging issues, 49% and 16% agreed and strongly agreed while 29% were not sure about this and equally 3% were disagreeing or strongly disagreeing respectively. Interestingly, it was important to note 65% agreed to their hotel or organization proactively monitoring what is happening in its industry to have an early warning of emerging issues while only 26% were not sure and 6% disagreed to know this. Finally, asked if something is not working well, the staff can feel free to raise the issue with senior management, 50% of the respondents were not sure, 23% and 5% would strongly agree and agree respectively with this while 14% and 13% were disagreed or strongly disagreed.

When asked on whether organization resilience really matters, Manager 4 had this to say: -

“Yes, definitely hotels need to be resilient in such a time where there are so many challenges that affect the industry” Manager 4

4.5 Diagnostic Tests

In order to fit a regression model, it is always good to test the assumptions. If satisfied, then the model can be run and in case there is violation a transformation is performed. For one to use

regression analysis and more so linear, the following assumptions on normality, linearity, homoscedasticity, absence of multicollinearity and independence of residuals should hold strictly.

4.5.1 Normality Test

A multivariate normality test was run to ensure residuals are normally distributed (Zach, 2020). As shown by Figure 4.4 organization resilience was normal distributed with mean close to 0 (zero) and standard deviation of 1(one).

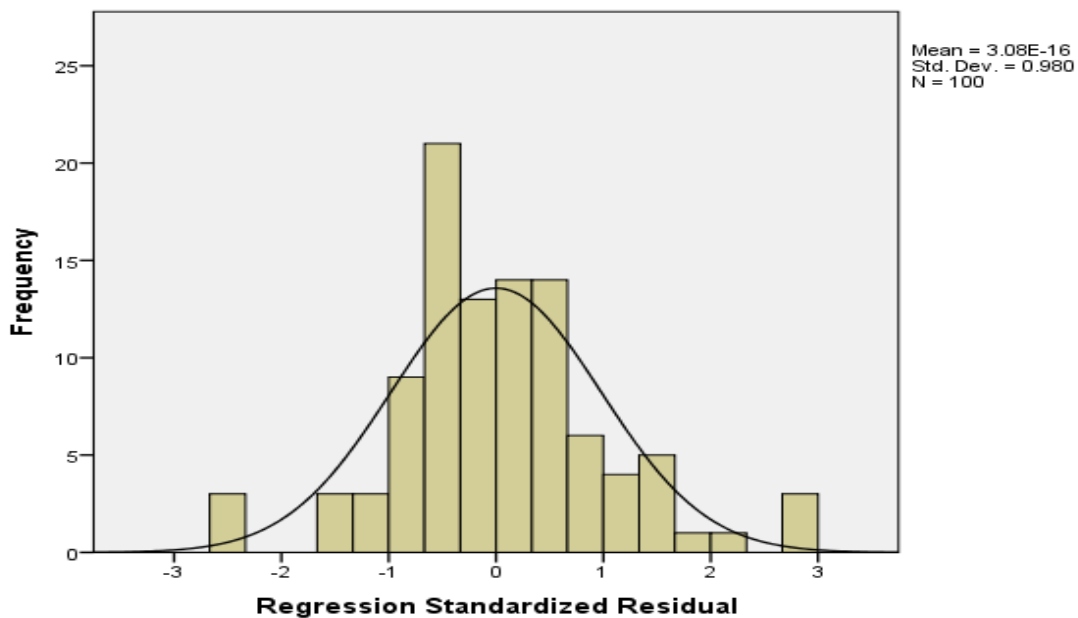


Figure 4.4 Normality Test

4.5.2 Multicollinearity Test

Multicollinearity occurs when independent variables are highly correlated with each other. To check for multicollinearity the research used tolerance limits and Variance Inflation Factor (VIF). As per this test, neither tolerance limit is less than 0.1 nor VIFs greater than 10 indicating absence of collinearity among the predictor variables as shown in Table 4.9.

Table 4.9 Multicollinearity Test

	Collinearity Statistics	
	Tolerance	VIF
Recruitment and Selection	0.749	1.336
Training	0.452	2.215
Compensation	0.242	4.132
Performance Appraisal	0.373	2.681

4.5.3 Homoscedasticity Test

This is a test about the variance of error terms resembling the values of predictor variables. A plot of standardized residuals and predicted values was drawn to check if the points are well and equally distributed across all values of the predictor variables. As shown by scatter plot in Figure 4.5 variance of residuals in the model were constant.

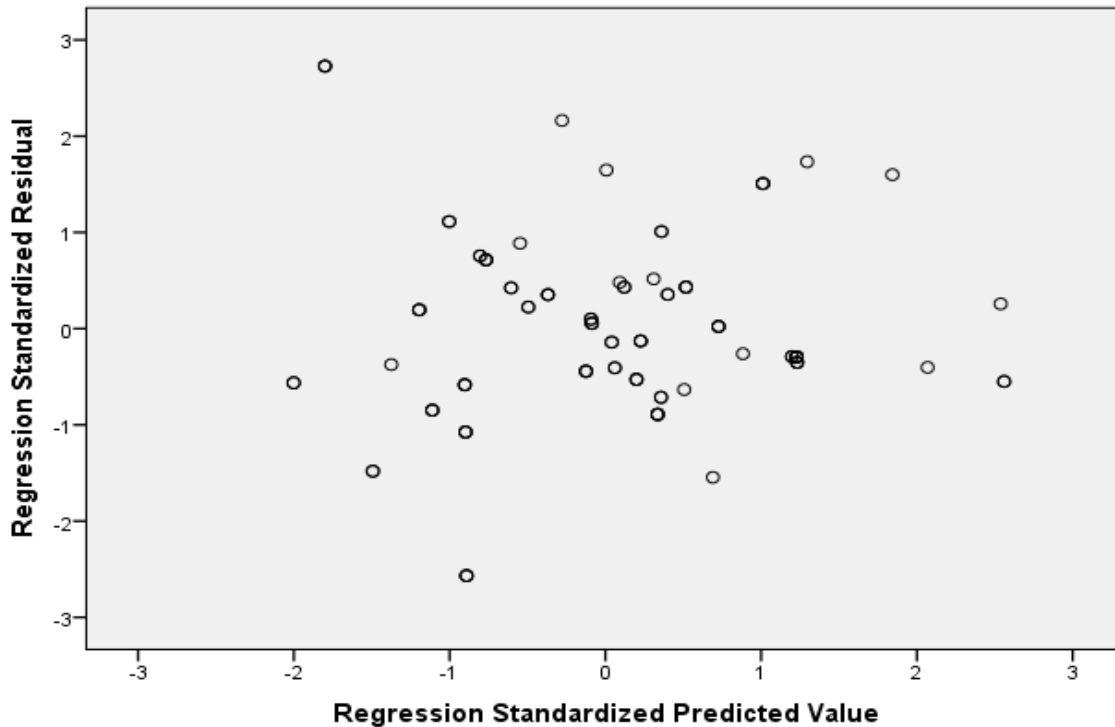


Figure 4.5 Scatter Plot for Homoscedasticity

4.5.4 Linearity Test

Figure 4.6 shows a plotted normal P-P plot of regression standardized residual where a mix of scatter plot and linear shows an existence of linearity among the outcome variable and independent variable since the deviations from the line are minimal.

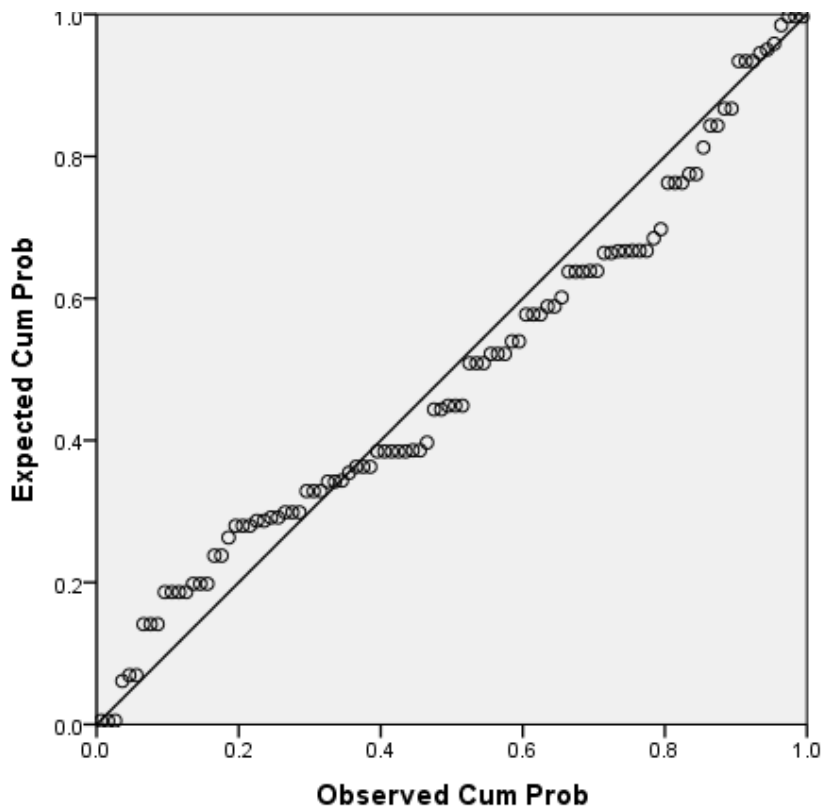


Figure 4.6 Normal P-P Plot for Linearity Test

4.6 Inferential Statistics

These statistics were necessitated by the fact that it was of interest to cross examine the strength of the relationship between the dependent and independent variables via correlation and to know the nature of this relationship through the regression analysis. All these were tested at 5% level of significance and if this threshold was not met the null hypothesis was rejected.

4.6.1 Testing Hypothesis One

Based on first objective a hypothesis held that recruitment and selection had no significant influence on organizational resilience development in star rated hotels in Nairobi County, Kenya. To test this a simple linear regression was constructed. Table 4.10 shows model summary that recruitment and selection explain 35.9% of organisational resilience.

Table 4.10 Model Summary on Recruitment and Selection on Organization Resilience.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599 ^a	.359	.353	.73739232

From the analysis of variance (ANOVA) in Table 4.11 there was a statistically significant relationship between recruitment and selection and organizational resilience ($F_{1,98} = 54.944$, $p\text{-value} < 0.05$)

Table 4.11 ANOVA for Recruitment and Selection and Organisational Resilience

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.876	1	29.876	54.944	.000 ^b
	Residual	53.287	98	.544		
	Total	83.163	99			

Table 4.12 demonstrates regression coefficients for recruitment and selection and hotel resilience to be positive and statistically significant at 5% confidence level ($\beta = 0.670$, $p\text{-value} < 0.05$). Implying that a unit increase in recruitment and selection would result in 0.670 increase in hotels' resilience. Therefore, null hypothesis of no significance was thus rejected at 5% confidence level and the following equation was feasible.

$$\text{Organizational Resilience} = 0.155 + 0.670 (\text{recruitment and selection})$$

Table 4.12 Regression Coefficients for Recruitment and Selection and Hotel Resilience

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.155	.079		1.967	.052
1	Recruitment and selection	.670	.090	.599	7.412	.000

4.6.2 Testing Hypothesis Two

In line with second objective the hypothesis proposed that employee training had no significant influence on organizational resilience development in star rated hotels in Nairobi County, Kenya. Table 4.13 display the model summary findings of the simple regression model where employee training as a HRM practice accounted for 47% of organisational resilience.

Table 4.13 Model Summary for Employee Training and Organisation Resilience

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686 ^a	.470	.465	.67067778

Further analysis from the ANOVA revealed F-statistic ($F_{(1,98)} = 86.885$, $p\text{-value} < 0.05$) implying there was statistically significant difference between mean of employee training and hotels resilience as shown in Table 4.14.

Table 4.14 ANOVA for Employee Training and Hotels Resilience

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	39.082	1	39.082	86.885	.000b
1	Residual	44.081	98	.450		
	Total	83.163	99			

Table 4.15 on regression coefficients suggested a positive and significant influence of employee training on hotel resilience ($\beta = 0.657$, $p\text{-value} < 0.05$). It implies that a unit increase of employee

training would lead to rise of 0.657 units in hotel’s resilience. Therefore, from the sample findings null hypothesis should be rejected at 5% level of significance. The following also holds:

$$\text{Organizational resilience} = -0.061 + 0.657(\text{Employee Training})$$

Table 4.15 Regression Coefficients for Training and Hotel Resilience

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	-.061	.067		-.908	.366
	Training	.657	.070	.686	9.321	.000

4.6.3 Testing Hypothesis Three

In tandem with third specific objective, a null hypothesis that employee compensation had no significant influence on hotel organizational resilience development within Nairobi County was to be tested at 5% level of significance. Based on the findings of simple linear model produced in Table 4.16, employee compensation accounted for 66.4% of the hotel’s organization resilience.

Table 4.16 Model Summary for Employee Compensation and Organisation Resilience

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.664	.660	.53410602

a. Predictors: (Constant), Compensation

Table 4.17 displays ANOVA where the employee compensation was found to have a statistically significant difference from that of hotel resilience studied ($F_{(1,98)}$, 193.52 P-value<0.05).

Table 4.17 ANOVA for Employee Compensation and Hotel Resilience

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.206	1	55.206	193.524	.000 ^b
	Residual	27.956	98	.285		
Total		83.163	99			

Probing further for the regression coefficients, employee compensation had a positive and statistically significance influence on hotel resilience as shown in Table 4.18 ($\beta=0.826$, p-value<0.05). Suggesting that employee compensation rise by one unit would increase hotel's resilience with 0.826 units. The study failed to accept the null hypothesis and thus the following equation holds:

$$\text{Organizational resilience} = -0.001 + 0.826(\text{employee compensation})$$

Table 4.18 Regression Coefficients for Employee Compensation and Hotel Resilience

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.001	.054		-.021	.983
	Compensation	.826	.059	.815	13.911	.000

4.6.4 Testing the Fourth Hypothesis

The last objective held that performance appraisal had no significant influence on organizational resilience development in star rated hotels in Nairobi County. Analysis of the findings using simple regression model revealed that PA explained 54.4% of hotel's resilience.

Table 4.19 Model Summary for Performance Appraisal and Organisation Resilience

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 ^a	.544	.539	.62221712

a. Predictors: (Constant), Performance appraisal

Table 4.20 shows ANOVA and as per the output performance appraisal had statistically significant difference from that of the hotel resilience ($F_{(1,98)}=119.81$ p-value<0.05).

Table 4.20 ANOVA for Performance Appraisal and Hotel Resilience

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.222	1	45.222	116.806	.000 ^b
	Residual	37.941	98	.387		
	Total	83.163	99			

Further analysis for the regression coefficients revealed that performance appraisal exhibited a positive and statistically significant influence on hotel resilience ($\beta = 0.680$, p-value<0.05). Implying a unit increase in measure of PA would increase resilience by 0.680 units. Conclusively, evidence suggested that null hypothesis can be refuted as shown in Table 4.21 and thus the following equation holds:

$$\text{Organizational resilience} = -0.023 + 0.680(\text{performance appraisal})$$

Table 4.21 Regression Coefficients for Performance Appraisal and Hotel resilience

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.023	.062		-.369	.713
	Performance appraisal	.680	.063	.737	10.808	.000

4.7 Correlation Matrix

Table 4.22 summarizes the product moment correlation analysis of the independent variables against organizational resilience.

Recruitment and selection exhibited a moderate positive and significant relationship with organizational resilience ($\rho=0.599$, $p\text{-value}<0.05$). Employee training had a highly positive and significant relationship with organizational resilience ($\rho=0.686$, $p\text{-value}<0.05$). Further, employee compensation too was found to have a strong positive and significant relationship with organizational resilience ($\rho=0.815$, $p\text{-value}<0.05$). Finally, performance appraisal had a strong positive and significant relationship with organizational resilience ($\rho=0.737$, $p\text{-value}<0.05$). This is strong indication that HRM practices under investigation contribute significantly to the development of hotel's resilience.

Table 4.22 Correlation Matrix for the Study Variables

	Organisation resilience	Recruitment and Selection	Employee Training	Employee Compensation	Performance appraisal
Organisational resilience	1				
Recruitment and Selection	.599**	1			
Employee Training	.686**	.475**	1		
Employee Compensation	.815**	.442**	.708**	1	
Performance Appraisal	.737**	.357**	.481**	.784**	1

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

4.8 Overall Multiple Regression Model

After confirming that all the required regression assumptions in section 4.5 were met, a multiple linear regression was used to test the main objectives of this study which sought to find out if the

HRM practices have significant role in developing organization resilience for star rated hotels in Nairobi County.

4.8.1 Full Model Summary

As noted in Table 4.23 the models as defined by the four HR practices (recruitment and selection, employee training, performance appraisal and compensation) accounted for 77.3% in organizational resilience development. The remaining proportion is explained by other factors omitted in the model.

Table 4.23 Full Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.773	.763	.4461

a. Predictors: (Constant), Performance Appraisal, Recruitment and Selection, Training, Compensation

4.8.2 Full Analysis of Variance

Analysis of Variance (ANOVA) produced in Table 4.24 demonstrated that recruitment and selection, employee training, performance appraisal and compensation all combined have a joint significant effect on organization resilience in the star-rated hotels ($F_{(4, 95)} = 80.714$ and p-value <0.05).

Table 4.24 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.256	4	16.064	80.714	.000 ^b
	Residual	18.907	95	.199		
	Total	83.163	99			

a. Dependent Variable: Organization resilience

b. Predictors: (Constant), Performance appraisal, Recruitment and selection, Training, Compensation

4.8.3 Overall Regression Coefficients

Table 4.25 expound on the relationships between the four different HRM practices in considerations. Recruitment and selection have positive and significant effect on organization resilience ($\beta = 0.289$, $p\text{-value} < 0.05$). Meaning, holding the other factors (training, compensation and PA) constant, a unit increase in recruitment and selection would result to an increase of 0.289 units of the organization resilience in the star-rated hotels. Secondly, employees training is also found to have a positive and significant role on organizational resilience at 5% level of significance ($\beta = 0.169$, $p\text{-value} < 0.05$). This means that while holding other factor constant, a unit increase in the level of employee training would lead to further increase in organization resilience in starred hotels by 0.169 units. Thirdly, employee compensation was noted to also have a positive and significant role on organizational resilience at 5% level of significance ($\beta = 0.359$, $p\text{-value} < 0.05$). A unit increase in employee compensation would results in 0.359 units increase in the organization resilience while holding all other variables constant. Lastly, it was discovered performance appraisal too had a positive and significant relationship with organizational resilience at 5% level of significance ($\beta = 0.261$, $p\text{-value} < 0.05$). Therefore, this means that a unit increase in performance appraisal measures have corresponding increase of 0.261 units in organizational resilience. With regression coefficients in Table 4.25 the following equation can be drawn:

$$\text{Organizational resilience} = 0.069 + 0.289(\text{Recruitment and Selection}) + 0.169(\text{Employee Training}) + 0.359(\text{Employee Compensation}) + 0.261(\text{Performance Appraisal})$$

Table 4.25 Regression Coefficients for HRM practices and Hotel Resilience

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	.069	.049		1.410	.162
1	Recruitment and selection	.289	.063	.258	4.566	.000
	Training	.169	.070	.176	2.416	.018
	Compensation	.359	.101	.355	3.565	.001
	Performance appraisal	.261	.074	.283	3.530	.001

a. Dependent Variable: Organization resilience

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter links findings in the previous chapter and the literature pointing out the similarity and any differences thereof with the previous researchers. Immediately after, a relationship is drawn with patterns possible for generalization in the industry.

5.2 Role of Recruitment and Selection on Organization Resilience

The first objective of the study sought to identify role played by recruitment and selection in forming the resilience of a firm. Recruitment and selection were measured by candidate's education, experience, skills, culture fit and equity in selections against organisational resilience metricized by situation awareness. Findings of the study showed that recruitment process cannot be ignored when an improvement to resilience is necessitated. In testing the hypothesis, a positive and highly significant observation ($\beta = 0.670$, $\rho=0.599$, $p\text{-value}<0.05$) means that the two variables move in same direction when change is exerted. Holding all other factors constant (training, compensation and PA), multiple regression results confirmed positive and significant role of recruitment and selection on hotel resilience ($\beta = 0.289$, $p\text{-value}<0.05$).

This can be likened with Ekwoaba et al., (2015) study of Nigeria Fidelity bank where employees reported recruitment and selection had great impact in taking a firm to where it should be in terms of its vision. From these two studies one can deduce that recruitment and selection is not only important developing resilience abut also boosting organisational performance as found out by Ekwoaba et al., (2015). The process of recruitment serves as an energizer to the work environment where an experienced and skilled individual is hired to fit their qualified placements. Despite

In tandem with the findings, Selase (2018) established that banks in Accra needed to be thorough whenever recruitment process is taking place else a wrong placement is costly to the company thus weakening its stand. Despite regional difference the findings leads to similar deduction suggestion possible business environment. In addition, recruitment and selection is tied to the performance of Nigerian education agencies since as Sabiu, Ringim, Mei and Joarder (2019) found the two are intertwined.

Conversely, a documentation by Karia et al., (2016) showed that recruitment and selection had an inverse relationship with performance of Tanzania companies offering public water. Despite Tanzania being close to Kenya there is difference when doing business perhaps explaining the variations. Also, Karia et al., (2016) focus on public operations which not related to hotel industry which are run privately and they system may be different. Further, in public sector, this could have emanated from corruption during recruitment. In such a case, a development of policy and strategy that is fair and transparent would see the right candidate being hired. Inversely, argument by Oaya et al., (2017) that it is only the capability of performing the job that matters, hold no water since resilience would call for problem background understanding and ability to plan.

As realized in target industry was hospitality where a lot of diversity exist. Employees would be good in other sectors but not in-service industry specifically hospitality sector. A strong and properly conducted recruitment process will enable a firm to hire employees that fit in to their culture. A successful selection process will ensure first hand, the right kind of staff are employed (Das, 2018). To sum up, recruitment and selection process is one of the best ways of anchoring an employee to think in line of the company's vision and such is what will help the hotel stand strong in times of troubles.

5.3 Role of Employee Training on Organization Resilience

The second objective sought to identify the role employee training played in development of organisational resilience for the hotel. Employee training as indicated by training plan, staff empowerment activities and alignment of the training programmes with the hotel's objectives. Employee training was found to have positive and significant role on building organisational resilience both from the correlation and regression analysis ($\beta = 0.657$, $\rho=0.686$ $p\text{-value}<0.05$). Implying that training and resilience move in the same directions (positively) and therefore increase in level of training leads to increase in resilience. Similar findings were reported with multiple regression when holding other factors constant ($\beta = 0.169$, $p\text{-value}<0.05$).

Likewise, Ateke and Nwulu (2018) found out that there is an association between the employee competency development-of course through training- and bank resilience in Port Harcourt. Even though the two studies deviated in target population they agreed to the fact that they were all on private sectors and such as major deviation from the two was not expected. On the same note, the finding of Umoh et al., (2014) study of 140 Nigerian manufacturing firms found that training is part of management development plans which has significant influence over a company to step in during tribulations. Even so, Umoh et al., did not state the nature of the relationship succinctly.

Agreeably, Tamunomiebi (2018) focus on employee ethical training found that there was improvement on the resilience of the health institutions. Implying that even area-focused training had also impact on the development of resilience. In the same voice, Siddiqui (2017) cross examination on employee training stated that training is insurance against crisis. An organisation investing in employee training is in the right direction to building resilience. Siddiqui (2017) found a direct association between resilience and employee capacities. Similarly, a study of Nigeria

insurance industry established that both on the job and off the job training to be important in building all time response to crisis (Ogbu & Idowu, 2017). In South Africa, Kun et al., (2014) considers lack of training as recipe for performance failure for most companies. They therefore recommend employee training on continuous basis to help cope with emerging issues in their work place so that in time of shake up, employees will better be placed to respond.

According to Varshney and Varshney (2017) trained employees are better off to adapt whenever changes confront since they will be able to devise solutions even to the daunting tasks. Ability to overcome disappointment and work with agility comes as result of the skills employees possess in hand from previous training or experiences. Therefore, a building block to a firm that wants to build resilience over the rest in the same industry, must strive to train their workforce beforehand. Through practices and experiences learnt, resilience which is multifaceted requiring input from all the concerned, will be achieved via concerted efforts, abilities, activities, and connections between individuals.

5.4 Role of Employee Compensation on Organization Resilience

The third objective was to find out role played by employee compensation in enhancing organisational resilience. Employee compensation was measured by performance-based pay, presence of payment policy, ability to pay and reward innovation. The finding indicated that there exist a strong positive and significant effect of employee compensation on organisational resilience ($\beta = 0.826$, $\rho=0.815$, $p\text{-value}<0.05$). Implying that when employees are rightly compensated are likely to build resilience for the hotel organisation. Holding all other factors constant (recruitment and selection, training and performance appraisal), employee compensation impact positively

resilience in hotels under multiple regression ($\beta = 0.359$, $p\text{-value} < 0.05$). Despite many studies conducted on employee compensation only a few attempted to link it to resilience.

In the same light, Rahman and Chowdhuri (2018) established that employee compensation was important element of changing their behaviour and attitude toward the organisation for Bangladesh commercial bank thus agree with the current findings. On the other hand, Selvaraj and Joseph (2014) argued that reputation of company is key on enabling resilience since regardless of the disturbances and shocks emanating either internally or externally, a reputable or rather a resilient firm will always stand strong. Therefore, well compensated employees can thus be said to be backbone necessary for taking the firm to greater heights.

In the same spirit, Khan et al., (2019) study of Pakistan telecommunication sectors found employee benefits affect the resilience of sector. Their study argued that benefits act as a motivating factor to sector affinity. Further, to ensure compensation is aligned to help the organisation improve performance measures such as performance based is used to reward contributors and innovators. According to Quresh et al., (2010) by inviting employee when making decision and giving feedback constitute a new way of designing pay policies in an organisation.

On the contrary, research by Mangale (2017) done on KLB employee compensation and productivity found that compensation is not necessary to have an increased productivity. The study was limited to only one organisation plus the sample of 45 respondents is questionably small and that would perhaps explain the difference in the findings. Hameed, et al., (2014) whose study disagreed with these findings after the study of Pakistan banks found that employee compensation has positive but insignificant on performance. Again Hameed et al., (2014) underestimated the impact of sample size and thus conducted their research only on institutions in Punjab. The

variation in results may also have been caused by difference that exist between industries and degree of responsiveness. In fact, for Muthengi (2017) research on the office of auditor general on this subject depicts that direct financial compensation was a motivator to staff and thus rejuvenates their performance. On this note the HRM office should endeavour to improve the quality of employee's lives at the job and enhance professionalism among the employees.

5.5 Role of Performance Appraisal on Organization Resilience

The fourth objective was determined to find out the role of performance appraisal on developing the star rated hotel resilience within Nairobi County. The results depicted that performance appraisal exhibit a positive and highly significant effect with organisational resilience ($\beta = 0.680$, $\rho=0.737$, $p\text{-value}<0.05$) for the star rated hotels in Nairobi. Finding from the multiple regression hold other practices constant also yield a positive and significant nexus ($\beta = 0.261$, $p\text{-value}<0.05$) between PA and resilience. On the same light, Mwema and Gachunga (2014) and Wachiuri (2017) agree that performance appraisal that incorporate the organisation objectives and is known employees has a great role in helping realize the goals and vision of the company. Even though the two studies didn't focus on resilience, the connection between the goals and vision that the company has.

Similarly, Nganga, Wanjiku and Sakwa (2013) research on the connection between PA and firm performance for the Kenyan state corporations too established a significant correlation between the variables. In spite the fact that Nganga et al., (2013) studied only one HRM practices unlike this study, it would have given wrong generalisation using state corporations whose system of management is different to hotels which are largely privately owned and run, hence the need for this study. Bayo-Moriones, Galdon-Sanchez and Martinez-de-Morentin (2016) reveals that there

are two type of PA, administrative and developmental PA, that spark higher firm performance and enable it to cope during hard times. However, the trio scholars noted that this need to be combined with differentiation strategies.

PA in organisations is generally used increase productivity for both the employees and organisation as whole over time. Adaeze (n.d) too documented the importance of PA systems where with empirical evidence it was shown that it increases the output of the organisation while improving the living standard of the employees. This comes from promotion and rewards that are warranted to the performing employee in organisation. Involvement of all the parties being appraised in the company are a major issue that must be sorted to ensure PA meets its purpose. Going by the findings of the study the statement by Ricci (2016) may not be true that effectiveness of performance appraisal is only understood when looking at the organisation goals since the researcher established that PA is useful in developing resilient hotels. The study goes by the view held by Kithuku (2012) that PA positively or negatively impact the performance of any industry, and in this case hospitality industry.

5.6. Role of Human Resource Management Practices on Organization Resilience

The main objectives of carrying out this study was to examine role of HRM practices on organisational resilience. HR practices under exploration here were recruitment and selection, employee training, compensation, and performance appraisal while organisational resilience was assessed by situational awareness. As per the finding, these four core practices explained 77.3% of the organisational resilience thus carrying a significant portion. According to the ANOVA, HRM practices have a positive and highly significant role in development of an organisation resilient ($F_{(4, 95)} = 80.714$ and $p\text{-value} < 0.05$). The positive role played by HRM practices do have

meaning to the organisations interested in building their resilience. This is in support of RBV postulation that internal resources can be employed to development of a competitive advantage that further cascades to the improvement in organisation resilience.

On the same spirit, Leghari, Suleman, Leghari and Aslam (2014) documented that HR practices are crucial role not only in organisation performance but towards retention of employees among Pakistan companies. They argue that the potential of HR lies on a unique edge that gives a company a competitive advantage of which a value in the company would have been created. Leghari et al., (2014) however did dare look at the long-term impact of strengths created by HR practices that would graduate to resilience.

In support of the finding, Vermeeren et al., (2014) adds that there is direct link between the HR practices and financial and organisation outcome as measured by net margin and client satisfaction respectively for the Dutch health care organisations. This implies that a more intensive application of HR practices would guarantee a more satisfied clientele. For Tunisian companies, Bouaziz and Smaoui (2018) revealed that Strategic HRM practices boost firm robustness while at the same time increasing agility and integrity in tackling the emerging issues. The current study therefore substantiates one of the possible strategies for enhancing performance and hence resilience would be to invest in employees.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter summarizes the entire thesis details and lays out the inferences to the objective of the study. A recommendation is also prescribed with regards to value that the study was intended to create plus what gaps the study leave.

6.2 Summary

The researcher sought to find the role of HRM practices in developing organizational resilience in star-rated hotels in Nairobi County, Kenya. The HRM practices were classified broadly to consist recruitment and selection, employee training, employee compensation and performance appraisal while organisational resilience was measured by situational awareness. Specifically, the research sought to determine the role of recruitment and selection in developing star rated hotel resilience in Nairobi County; role of employee training in developing star rated hotel resilience in Nairobi County; role of compensation in developing star rated hotel resilience in Nairobi County; role of performance appraisal in developing star rated hotel resilience in Nairobi County.

Primary data was sought via questionnaires and interviews. Pre-test survey was done to test the research instruments. Validity of the instrument was achieved by discussing with supervisor and fellow lecturers for content and construct validity. Reliability was tested using Cronbach Alpha where all the variable met the threshold. A total of 121 questionnaires were administered via email assisted by Google Forms while interviews were arranged via Zoom platform. A hundred completely answered questionnaire were received back giving a response rate of 82.6% which was adequate for the study.

Descriptive analysis was sought to give the background of these different organisation. According to the findings, most participants were working in hotels that have existed for less than 10 years; there was almost equal share in type of hotels that existed; and most hotels that participated had between 50 and 99 rooms. Seeking how well the organisations were prepared toward different risks, it was discovered on average organisations were prepared against natural hazards, financial crisis, major accidents and fire, terrorism, pandemic and loss of critical services.

Inferential statistics too were investigated to test the strength and nature of relationship among variables. A correlation matrix was generated where all the independent variables were found to have a moderate to strong positive and significant relationship with organisational resilience. Before fitting a multiple regression model, diagnostic tests were done to check whether all the regression assumptions were met. Normality test was done by fitting a histogram and normal curve together where normality was proved by having a mean equal to zero and standard deviation approximately one. Linearity was done by plotting a normal P-P graph, and there was minimal deviation from the linear line. Multicollinearity was tested by tolerance limit and VIFs and data met the required threshold. Homoscedasticity tested by plotting a scatter diagram and all points were well distributed across all values of the predictor variables. Satisfied that the assumptions were followed, a multiple linear regression was fitted. Going by R-squared, 77.3% of the organisational resilience can be explained by the four HRM practices namely, recruitment and selections, training, compensation and performance appraisal. The regression coefficients proved that all the null hypothesis of “no significance” were all rejected.

6.3 Conclusion

First, the study envisioned that recruitment to have insignificant influence in developing organisational resilience for the star rated hotel in Nairobi County. Conversely, the result from the regression refuted this hypothesis since a positive and significant influence was found. Therefore, it can be concluded that recruitment and selection are important practices in building resilience of star-rated hotels in Nairobi County.

Second, the study hypothesised that employee trainings have insignificant influence in developing organisational resilience in the star rated hotels in Nairobi County. From both the correlation and regression analysis it can be concluded that employee training plays a big role in development of organisational resilience in Nairobi County star rated hotels.

Third, it can be inferred that the level in which employees are compensated have positive and significant influence in development of organisational resilience in star rated hotels in Nairobi County. Most organisations have adopted market value rate in compensations and at the same time their payments are based on performance. Innovation is also an important phenomenon for growth and as noted from the study compensation is tailored on how innovative one is in their department.

Fourth, performance appraisal has been found to influence positively and significantly in the building of organisational resilience. Fair and objective PA systems are in favour of many individuals working towards organisational resilience. Feedback is clearly necessary once any appraisal is done. One can also infer that employee needs to clearly understand their mandate and expectations so that the system of appraisal can be a reliable tool.

6.4 Recommendations

6.4.1 Policy Recommendations

It is paramount for the HR managers to strongly pay emphasis on the need to carry out the recruitment and selection openly and fairly. Picking of the candidate with the right skills, experience and culturally fit to the hospitality industry is a process that cannot be negotiated or bent, else the firm will not be in capacity to stand strong in crisis when they get wrong employees for the job. To be in position to carry out this with ease, education and understanding of both the HR managers and candidate to be employed need to be top notch since training enables innovations more so, the hiring managers need to be open and give equal opportunity to job seekers.

Investors in the hospitality industry need to also understand training employees is not in vain since as realized here it enables adaptability and critical thinking in turbulent times. Training too serves to empower employees. Further, training programs should be well planned. These trainings ought to be aligned to the objectives that the hotel wants to accomplish.

Hotels should tie pay to performance, ensure they pay as per the market and pay on time. This means that investors of the hospitality industry need to have a clear payment policy and rewards systems else they suffer from increased turnover that may threaten the survival of the organisation. Firm compensation system should match or surpass market rate to give employees comfort by only thinking of their job and not moving elsewhere.

Hotels need to embrace a fair and objective PA systems that is well defined. Firms need to always give feedback after every evaluation to know areas that are weak points and what can be done in crisis times. Further, PA need to be tied with a clear reward system to motivate employees. It is fair and idealistic to only use PA to judge the employees work and salary, instead

supervisors/managers should be helping employees improve their performance and subsequently develop the resilience of the organization.

6.4.2 Recommendations for Further Studies

This study was biased on the human resource management practices. Perhaps, future research can focus on other departments within an organisation and see if they have any role in building organizational resilience. As discovered during the interview sessions financing of hotels forms a major function in management of the hospitality industry and their capital structure. A comparison of the departments and their contribution to the enhancement of resilience is also feasible study.

This study made use of cross-sectional data, perhaps a longitudinal data for selected hotels would talk more about the survival of the hotels under turbulence and especially period before and after COVID 19 pandemic currently being experienced in the world. It would also be better to use hotels in the same level of rating to compare their strength on like-to-like basis in standing similar drastic changes and loss of critical services. An attempt can be done to study whether star rating has any impact on building organizational resilience. Also, similar studies can also be conducted in different service industries.

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APPENDICES

Appendix A: Questionnaire to HR managers/officers

Peter Kibe Njuguna,
Kenyatta University,
P.O Box 59857-00200,
Nairobi, Kenya,
Cell phone No: 0729005789
peterkibe08@gmail.com

Dear Sir/Madam,

Re: Questionnaire: Human Resource Management Practices on organizational resilience.

I am a student at Kenyatta University pursuing a Master degree in Hospitality Management. The intent of this letter is to invite you to take part in this study. This study aims at investigating the influence of **human resource management practises** on **organizational resilience** in Nairobi County star-rated Hotels.

In participating in this research, you will have provided the information needed for the realization of the study. Any information supplied will be treated with strict confidentiality and it will be used for research purposes only.

For any questions, please contact the undersigned.

Thank you in advance.

Yours faithfully,

Peter Kibe

Instructions:

1. Mark your response with a mark (X) in the space provided.
2. Kindly respond to all sections honestly.
3. Please mark only one option in each question.
4. Please ensure you complete all the 3 sections

SECTION A: HOTEL PROFILE

A1. How long has the hotel been in operation?

- Less than 10 years. 10-19 years 20-29 years above 30 years

A2. How many rooms does your hotel have? _____

A3. Do you think human resource has a role to play to make hotels more resilient?

- No, I don't think so Yes, I think so Maybe I can't tell

A4. Please indicate the level of agreement

Strongly agree=SA, Agree=A, Neutral=N, Disagree=D, and Strongly Disagree =SD.

		SA	A	N	D	SD
a	Our organization is well prepared for a natural hazard					
b	Our organization is well prepared for a Financial crisis					
c	Our organization is well prepared for a Major accident or fire					
d	Our organization is well prepared for Terrorism activities					
e	Our organization is well prepared for Pandemic					
f	Our organization is well prepared for Loss of critical services					

Section B: Human Resource Management Practices

Please indicate your level of agreement with the following statements on a five-point Likert scale:

Strongly agree=SA, Agree=A, Neutral=N, Disagree=D, and Strongly Disagree =SD.

		SA	A	N	D	S D
	Recruitment and Selection Criteria					
1	Our organization considers a candidate's education when recruiting					
2	Our organization considers a candidate's experience when recruiting					
3	Our organization considers a candidate's specific Skills when recruiting					
4	Our organization provides equal opportunities for recruitment					
5	Our organization considers cultural fit of the candidate when recruiting					

Employee Training		SA	A	N	D	SD
1	Our organization has proper planning for training					
2	Our organization Evaluates the Effectiveness of Training programmes					
3	Our organization seeks to empower its staff through training					
4	Training programs in our hotel are well thought.					
5	Training is aligned with the organization objectives					

Employee Compensation/Rewards		SA	A	N	D	SD
1	Our organization use a performance-based payment system					
2	Our Organization has a payment policy					
3	I consider my organization has ability to pay its employees					
4	My organization pays its employees in line with the market value					
5	My organization rewards staff who demonstrate innovation					

Performance Appraisal		SA	A	N	D	SD
1	The performance appraisal is Fair and objective					
2	Goals and expectations of employees are clearly defined					
3	Our organization has performance-based payment system					
4	Feedback is clearly given after appraisal					
5	Our organization has a clear reward system for employees who meet their targets.					

Section C: Organisational resilience (operationalized as situation awareness)

Kindly mark your level of agreement on a five-point Likert scale:

Strongly agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD).

Organizational resilience		SA	A	N	D	SD
Indicator	Item					
1	Roles and responsibilities Most people in our organization have a clear picture of what their role would be in a crisis.					
2	Understanding and analysis of hazards and consequences During an average day, people interact often enough to know what's going on in our organization					
3	Connectivity In our organization we are aware of how dependent the					

	awareness	success of one area is on the success of another					
4	Insurance awareness	If our organization sustained significant physical damage, we would have enough funds to restart operations until our insurance claim was settled					
5	Recovery priorities	Our organization has clearly defined priorities for what is important during and after a crisis.					
6	Internal and external situation monitoring and reporting	Our organization proactively monitors what is happening in its industry to have an early warning of emerging issues.					
7	Informed decision making	If something is not working well, I believe staff from any part of our organization would feel able to raise the issue with senior management.					

Thank you for your valuable time and cooperation to complete this questionnaire

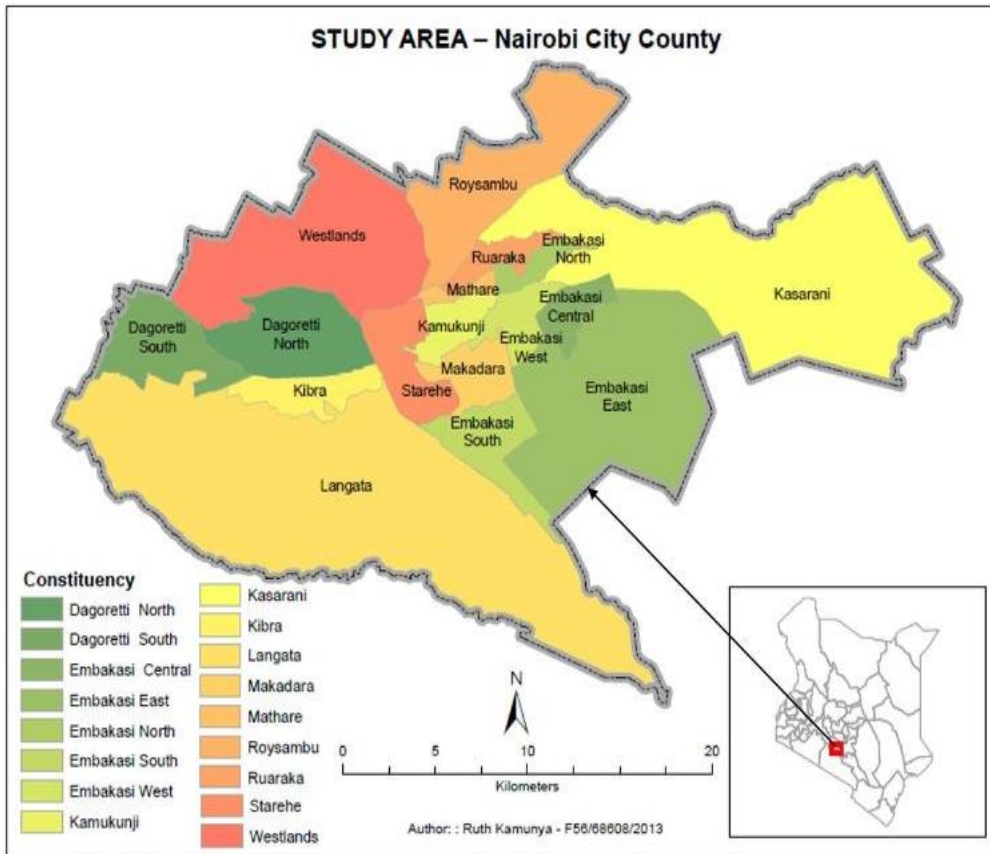
Appendix B: Interview Schedule

1. What's the name of your organization?
2. What is your position?
3. Would you say hotels in Nairobi are generally resilient?
(A resilient organisation is one that can foresee, plan, react and change with the disruption while at the same time ensuring survival and growth)
4. Please explain your answer in question 2 above.
5. To what extent do you think hotels in Nairobi County are resilient?
6. What do you think are the major threats/hazards/risks to hotels in Nairobi?

- Natural hazard
- financial crisis
- Major accident or fire
- Terrorism
- Pandemic *(disease that has spread across a large region; for instance multiple continents)*
- Loss of critical services, *(e.g., electricity, reputation damage, fraud, regulatory issues, staffing issues, failure of a key supplier or customer,)*
- Other, Briefly Explain

7. Do you think human resource has a role to play to make hotels more resilient?
 No, I don't think so Yes, I think so Maybe I can't tell
8. What do you think hotels can use HR function to make themselves more resilient?
9. How do you think resilient hotels will contribute to the overall performance of hospitality and tourism?

Appendix C: Study Area



Study Area – Nairobi City County

Appendix D: Number of Hotels within Nairobi County, Source TRA (2019)

NO	ESTABLISHMENT	CITY COUNTY	CAPACITY		RATING
			ROOMS	BEDS	
1	Villa Rosa Kempinski	Nairobi	200	216	*****
2	Hemingway's Nairobi	Nairobi	45	50	*****
3	Sankara Nairobi	Nairobi	156	167	*****
4	Fairmont The Norfolk	Nairobi	170	200	*****
5	Tribe Hotel	Nairobi	137	154	*****
6	The Sarova Stanley	Nairobi	217	440	*****
7	Radisson Blu Hotel Nairobi	Nairobi	271	354	*****
8	Dusit D2	Nairobi	101	122	*****
9	Crowne Plaza Nairobi Airport	Nairobi	144	209	*****
10	Intercontinental Nairobi	Nairobi	326	372	*****
11	The Boma Nairobi	Nairobi	148	178	*****
12	Crowne Plaza Nairobi	Nairobi	206	254	*****
13	Ole Sereni Hotel	Nairobi	134	206	*****
14	House of Waine	Nairobi	11	20	*****
15	Weston Hotel	Nairobi	120	154	*****
16	Southern Sun Mayfair Nairobi	Nairobi	171	212	*****
17	Fairview Hotel	Nairobi	127	133	*****
18	Sarova Panafric Hotel	Nairobi	162	324	*****
19	Silver Springs Hotel	Nairobi	160	180	*****
20	Hilton Nairobi Limited	Nairobi	287	334	*****
21	Nairobi Safari Club	Nairobi	146	186	*****
22	Windsor Golf Hotel and Country Club	Nairobi	130	205	*****
23	Carnivore Restaurant	Nairobi	0	0	*****
24	Hilton Garden Inn Nairobi Airport	Nairobi	175	226	*****
25	Eka Hotel	Nairobi	167	220	*****
26	Executive Residency by Best Western.	Nairobi	48	106	*****
27	Pride Inn Lantana Apartments and Suites	Nairobi	55	110	*****
28	Pride Inn Rapha Nairobi,	Nairobi	100	200	*****
29	Azure Hotel	Nairobi	165	231	*****
30	Best Western Plus Meridian Hotel	Nairobi	128	166	*****

31	Fahari Gardens Hotel	Nairobi	32	64	***
32	The Clarion Hotel	Nairobi	62	67	***
33	Ngong Hills Hotel	Nairobi	110	165	***
34	The Heron Portico	Nairobi	109	218	***
35	Utalii Hotel	Nairobi	57	114	***
36	The Panari Hotel	Nairobi	136	280	***
37	Marble Arch Hotel	Nairobi	41	57	***
38	Kenya Comfort Suits	Nairobi	88	120	***
39	Sportsview Hotel Kasarani	Nairobi	94	188	***
40	Boma Inn Nairobi	Nairobi	59	83	***
41	La Masion Royale	Nairobi	71	144	***
42	Central Park Hotel	Nairobi	80	100	**
43	Ibis Styles Hotel – Nairobi,	Nairobi	277	380	**
44	Park Inn By Radisson- Nairobi	Nairobi	140	280	**
45	City Lodge Hotel	Nairobi	171	200	**
46	Summerdale Inn	Nairobi	60	75	**
47	Town Lodge	Nairobi	84	124	**
48	Eton Hotel	Nairobi	58	116	**
49	Jacaranda Hotel Nairobi	Nairobi	128	256	**
50	West Breeze Hotel	Nairobi	26	34	**
51	After 40 Hotel	Nairobi	63	101	**
52	Zehneria Portico	Nairobi	56	65	**
53	Kahama Hotel	Nairobi	47	51	**

Appendix E: Operationalization of Variables

Variables	Measures	Scale	Reference
Organisational resilience (Y)	<ul style="list-style-type: none"> . Situational awareness 	5-point Likert scale	Lee et al., (2013); McManus et al., (2008); Alro & Jaaron, (2015).
Recruitment and selection (X ₁)	<ul style="list-style-type: none"> . candidate's education . candidate's experience . candidate's specific Skills . equal opportunities . cultural fit 	5-point Likert scale	Selase (2018)
Employee training and development (X ₂)	<ul style="list-style-type: none"> . Proper planning . Evaluates the Effectiveness . empower its staff . Training programs . Aligned with the organization objectives 	5-point Likert scale	Siddiqui (2017); Umoh et al., (2014)
Employee compensation (X ₃)	<ul style="list-style-type: none"> . Performance-based . Payment policy . Ability to pay . Market value . Rewards innovation 	5-point Likert scale	Chuang and Liao (2010)
Performance appraisal (X ₄)	<ul style="list-style-type: none"> . Fair and objective . Goals and expectations . Performance-based payment system . Feedback is clearly given . Clear reward system 	5-point Likert scale	Simões (2013)

Appendix F: Kenyatta University research authorization



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NAIROBI, KENYA

Tel. 020-8704150

Our Ref: T129/OL/26855/2013

DATE: 15th November, 2019

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR MR. NJUGUNA PETER KIBE – REG.
NO. T129/OL/26855/2013**

I write to introduce Mr. Njuguna Peter Kibe who is a Postgraduate Student of this University. He is registered for M.Sc. degree programme in the **Department of Hospitality and Tourism Management**.

Mr. Njuguna intends to conduct research for a M.Sc. thesis Proposal entitled, **“Role of Human Resource Management Practices in Developing Organizational Resilience in Star Rated Hotels in Nairobi City County, Kenya.”**


Any assistance given will be highly appreciated.


Yours faithfully,


PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

ED/csw


Appendix G: NACOSTI Research License


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Ref No: **965989** Date of Issue: **18/December/2019**


RESEARCH LICENSE




**This is to Certify that Mr.. Peter Kibe of Kenyatta University, has been licensed to conduct research in Nairobi on the topic:
ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES IN DEVELOPING ORGANIZATIONAL RESILIENCE IN
STAR RATED HOTELS IN NAIROBI CITY COUNTY, KENYA for the period ending : 18/December/2020.**

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