

Dynamics of Human Resources Management Practices on Performance of Selected organizations in Tourism Industries in Mashonaland West Province, Zimbabwe

BY

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Abstract

The study examined the impact of HR practices on organisational performance of selected organisations in the Hospitality Industry in Mashonaland West Province. The study was guided by the self-efficacy and the experiential learning theories. The process of data collection and analysis was guided by the Positivism research Philosophy and the quantitative research strategy. The researcher utilised a sample of 387 employees that were drawn from the organisations in hospitality industry in Mashonaland using Raosoft sample determination software for an unknown population size. The researcher administered questionnaires to collect data. Data were analysed using descriptive statistics the mean and standard deviation, linear regression analysis and the chi-squared analysis. The study found that the recruitment and selection had a statistically significant effect on organisational performance. Employee training was found to have a statistically significant effect on employee productivity. In overall terms, the study found that HR practices had a statistically significant effect on financial performance of the organisation. The study recommended the strengthening of policy and the involvement of employees in the crafting and operationalisation of HR practices. Similarly, the study recommended the institution of performance based incentives to be studied further in the hospitality sector so as to recognise and reward exceptional employee performances.

Keywords: Human Resources Management Practices, Performance, Hospitality Industries, Mashonaland West Province, Zimbabwe

Introduction and Background of the Study

The goal of human resource management is to allow the organization to fulfill its effective training requirements in changing operating conditions (Driskell, 2018). According to Abdullah, Che Rose, and Kumar (2017), human resource policies are intended to strengthen the organizations and their whole contingent on workers' ability to learn. The performance aspect of human resource practices refers to the need to guarantee that the way in which employees are trained inside the organisation translates into desirable behaviours, attitudes, and performance that will assist the organisation as a whole is accomplishing its goals (Ahmed

& Hanson, 2019). This implies that the main goal of human resource strategies should be to source and retain critical talents, as well as to enhance those skills via training, resulting in increased organizational effectiveness.

As Chinheya (2018) observes, Zimbabwe's deteriorating economic climate has harmed the efficiency and dependability of service delivery in both the public and private sectors. This has been ascribed in part to the exodus of critical talents from organisations, which has resulted in a vacuum of skills and knowledge, reflected in poor service delivery and low financial returns. As a direct consequence of the huge flight of talents to nations with economies doing much better than Zimbabwe's, the hospitality industry has

suffered a shortage of critical skills, resulting in service provision inefficiencies and inefficiency (Kamuzora, 2017). Similarly, the increasing cost of doing business in Zimbabwe, exacerbated by a high inflation rate, high loan rates from financial institutions, and poor capacity utilization, has resulted in a decrease in financial profits and returns for businesses operating in Zimbabwe between 2016 and 2019. (Matsekete, 2019).

By revitalizing human resource processes, organizations may improve workers' capacities and skills by purposefully creating an enabling environment conducive to knowledge production, information sharing, knowledge transfer, and knowledge retention (Dessler, 2019). And when an institution has created an enabling environment that promotes the learning, sharing, and retention of critical skills can it begin to drift toward the achievement of its productivity objectives (Ahmed & Hanson, 2019). In this respect, human resource procedures provide avenues for an organisation to expand the number of workers with critical skills and experience, which will play a critical role in changing employees' behaviours and attitudes toward performance.

Numerous previous studies have been conducted on the impact of human resource practices on different elements of organisational productivity, such as Tayefi's (2007) analysis of several organisations in Zimbabwe's industrial sector. It was discovered that human resource policies positively impacted employees' attitudes and productivity in a statistically significant manner. Githinji (2017) discovered that while the public sector in Kenya was aware of the benefits of human resource practices in enhancing organisational productivity, only (38 percent) of public service employees were subjected to continuous training opportunities, and performance appraisals were not as effective as they should be. From another study that examined the impact of human resource practices on employee performance at Eskom, Lwini (2007) discovered that employee training and reward had a positive effect on individual employee performance if the training programs were relevant to the employees' needs and the positive reinforcement was viewed as rewarding exceptional performance. There is a dearth of literature and empirical data in Zimbabwe on the impact of human resource management on firm performance in the hospitality sector, and as such, this research is not only necessary but also relevant.

Statement of the Problem

Evidence of a scarcity of critical talents in organisations demonstrates the degree to which organisations have

struggled to maintain critical abilities. This metric shows the organization's commitment to closing the knowledge gap that presently exists inside the organisation in order to convert its negative economic benefits into positive financial returns. There are presently implemented human resource initiatives, which raises concerns about their efficacy in tackling skills shortages and budgetary problems now confronting organisations. According to Caliskan & Isik (2018), establishing strong and effective human resource procedures inside an organisation may promote the learning and retention of critical skills, thus increasing employee and organisational productivity. However, in a volatile context such as the Zimbabwe Financial sector, it is unclear and there is a dearth of empirical evidence that HR policies may have a beneficial effect on organisational efficiency. This research aimed to evaluate the impact of human resource strategies on organisational performance in the hospitality industry.

Research objectives

1. To determine the impact of human resource strategies on the performance of organisations in the hospitality industry in Zimbabwe.

Research Hypotheses

H₁: Recruitment affects organisational performance statistically significantly.

H₂: The impact of reward management on staff productivity is statistically significant.

H₃: Employee training improves employee productivity statistically significantly

Methodology

The study examined the impact of HR practices on organisational performance of selected organisations in the Hospitality Industry in Mashonaland West Province. The study was guided by the self-efficacy and the experiential learning theories. The process of data collection and analysis was guided by the Positivism research Philosophy and the quantitative research strategy. The researcher utilised a sample of 387 employees that were drawn from the organisations in the hospitality industry in Mashonaland using Raosoft sample determination software for unknown population size. The researcher administered questionnaires to collect data. Data were analyzed using descriptive statistics the mean and standard deviation, linear regression analysis, and the chi-squared analysis.

Theoretical Framework

Bandura's (1986) concept of self-efficacy was used to guide the study. The concept is predicated on the premise that human self-efficacy beliefs are an important element of human behavior control and that they can be taught.

Individuals will not be motivated to pursue their own objectives if they do not feel that their actions will lead to the achievement of those goals, according to this hypothesis (Clinton, 2016). When individuals are presented with situations for which they lack the necessary information and abilities, they are, according to Bandura (1986), less likely to take action than when they are not. Individuals' reasons for acting in each situation, regardless of the situation, are driven by a desire to reap the most potential advantages and further their own personal growth (Bandura, 1986). According to self-efficacy theory, individuals behave as a result of their past experiences, self-reflection, and a desire to reach their full potential (Ahmed, 2015).

A person's ability to gain knowledge and skills, as well as their self-confidence and personal growth and the ability to apply their knowledge and abilities to new situations are all possible outcomes (Clinton, 2016). A firm offering in-house training for new workers who wish to increase their knowledge and skills will find that these individuals become much more confident in their abilities and make better decisions, which will profit not only themselves but also the business for which they work (Becker & Huselid, 2017). As a result, training, as it is provided to employees, gives a chance for self-evaluation, which in turn promotes the employee's future learning and progress in the organization (Chauhan, 2017).

In this view, human resource programs, in addition to improving individuals, also aid employees in giving more value to the organization as a result of the programs being in effect. The premise behind this concept is that training increases both the individual productivity of employees and the total productivity of the entire workforce. Employee training is essential not only because it helps them gain experience, but also because it offers them the chance to assess their present abilities and measure their own personal development and growth. This is in accordance with the self-efficacy hypothesis.

Review of Related Literature

1. The impact of HR practices on organisational performance on selected organisations in the hospitality industry in Mashonaland West Province, Zimbabwe.

Recruitment Practices

Recruitment and selection procedures work in tandem to ensure that an organization can attract the critical talents it needs at any given moment in order to fill skills gaps inside the organization (Acar & Acar, 2016). This means that the recruitment process actively participates in ensuring that the organization is able to mobilize the right candidates who possess the necessary skills so that when openings occur within the organization, individuals with the necessary skills can be appointed to positions that are a fit for

their abilities (Becker & Huselid, 2017). According to the reasons advanced above, it is evident that the writers share a similar view: recruiting and selection are critical procedures for addressing skills shortages inside an organization, which results in minimum disruptions to internal operations.

Milne (2017) believes that the process of recruiting and selection occurs inside the organization following an examination of the organization's skills shortages. This means that recruiting and selection are focused interventions directed by the nature of the organization's skills shortages and, more importantly, the implausibility of converting the organization's existing abilities to cover the skills in increasingly scarce (Ines & Pedro, 2017). This means that both recruiting and selection are procedures that an organization implements to solve existing skills shortages after doing an inventory of all the skills present and impacting the organization's production. In this regard, timely resolution of internal skills shortages through recruiting and selection guarantees that the organization maintains an unbroken production trajectory (Gamage, 2017). Similarly, when an organization has the right kind of employees in the right quantities, it is much easier to achieve the organization's production goals. This means that recruitment and selection contribute positively to an organization's performance by ensuring that it always has the best possible quality of employees for its core processes (Acar & Acar, 2016).

Similarly, Rowden & Conine (2014) conclude that it is not always possible for an organization to repurpose existing talents and redirect them toward fixing an observed skills deficit inside the organization. This means that in some instances, the organization will have no surplus employees in other departments whose skills can be transferred to the departments facing skills challenges, and it is in these instances that recruitment and selection become critical interventions to address critical skills shortages through external labor supply in order to ensure business continuity (Chauhan, 2017).

However, Mabey & Ramirez (2017) suggest that organizations, particularly those with many branches in distinct geographical areas, frequently utilize a single talent to satisfy expected demands across all of their branches. Additionally, they argued that branches do not always have the same work volume, which means that while one branch may be experiencing skill shortages, there is likely another department where skills can be redirected via lateral transfers from idle branches to branches where they are urgently needed. In such cases, the function of recruiting and section is limited in terms of its impact on organizational performance, since the organization will be fully staffed and any skills gaps may be resolved via repurposing and moving people across branches or departments (Johns, 2018).

According to Goss, Adam-Smith, and Gilbert (2015), recruitment and selection are most effective in addressing skills shortages when the required skills are plentiful in the market and there is a high probability that market candidates will not require additional training to align their skills to the exact needs of the organization. This implies that while most organizations have their own work processes, even if candidates possess the abilities required by the

organization, it is not always the case that once hired, these candidates will seamlessly integrate into the organization's procedures without additional training. In this regard, Husin, Chelladurai, and Musa (2017) argue that training is a more effective human resource intervention for addressing anticipated and current skills gap because internal resources are easier to repurpose and redirect because they are already familiar with the organization's work culture and work ethic than bringing in a new employee.

Mayo (2017) contends that recruitment and selection procedures are effective at improving organizational performance because they result in the appointment of individuals who possess the necessary knowledge, skills, behavior, and attitudes that translate into best-fit replacements within the organization. In line with this argument, Mayo (2017) believes that for recruitment and selection to be effective in meeting the organization's productivity needs, appointed individuals should demonstrate not only the necessary skills and experience but also additional soft skills that will facilitate the employee's integration into the organization's culture. This implies that recruiting and selection processes may result in the employment of employees whose commitment to the organization is unclear, and as a result, there is no assurance that they will assist the organization by immediately contributing to its productivity and financial success (Heshizer, 2014).

Reward Management

The rewards that are advanced to employees provide employees with a sense that their effort is appreciated by the employer (Bakke, 2016). What this means is that the reward management strategies that the organisation applies can play a pivotal role in ensuring that the employees can ascertain the extent to which they are valued by the organisation. The extent to which the reward strategies are transparent and reflect equity and fairness, the employees are likely to be satisfied by the extent to which they are rewarded and the highly likely they will retain their services with the organisation for longer periods of time (Garg & Rastogi, 2016).

Chauhan (2017) argues that reward plays an instrumental role in demonstrating the extent to which the employer complies and enforces the psychological contract with the employees. This means that whilst the employer expects the employees to be productive and committed to both their jobs and the organisation, the employees expect that they should be compensated for each of their efforts and sacrifices to the organisation. Once the reward strategies that are adopted by the organisation are regarded by the employees as fair and rewarding enough for them to meet all their personal needs, they will retain their services with the organisation and this will result in lower rates of labour turnover (Abdullah, Cherose, & Kumar, 2017). In this regard, if employees perceive that the reward that the employer is giving to them is commensurate with their productivity and contributions to the organisation, they will be satisfied, and once satisfied, the employees will not only be motivated to be productive but they will also be motivated to be loyal to the organisation and as such, undertake to serve the organisation for as long as it remains mutually beneficial to do so (Fey, Bjookman, & Pavlovskaya, 2015).

Bontis, Dragonetti, Jacobsen, & Roos (2017) notes that organisations across the globe use rewards to attract and retain employees within their organisations. This means that an organisation's recruitment initiatives are effective to the extent that the targeted candidates find the reward systems within the organisation attractive enough for them to leave their previous place of employment to join a new organisation. This means therefore, that should the reward management strategies in place within the organisation fail to recognise the competitive nature of reward strategies within the labour market in attracting and retaining employees, an organisation might lose employees to more attractive and lucrative reward packaging employers within the market (Gowler & Legge, 2016). This means that reward management strategies can allow an organisation to be an employer of choice if the reward packages that are awarded to employees are attractive and competitive when compared to those offered by other employers within the organisation (Nzomo, 2018). Bakke (2016) also notes that reward should not only be satisfactory to the employees within the organisation, but should be competitive enough that other employers within the market might struggle to match the reward offered within the organisation making the choice for employees to leave the organisation skew in favour of staying rather than leaving.

Lew (2019) notes that reward management is a bargaining tool wherein the employer convinces the employees to give the organisation their best productively. In the same manner, it is a bargaining tool through which the employer can convince the employees to stay and retain their services with the organisation as opposed to leaving the organisation in search of more lucrative and attractive reward packages (Lew, 2019). In the same manner, Saporta & Farjoun (2015) contend that when the reward system within the organisation assists the employees to satisfy their financial and esteem needs, the need to move to better employers who will satisfy their financial and esteem needs will be negated and once that is done, the more the employees will consider retaining their services with the organisation.

In another view, Githinji (2017) notes that whilst employee reward is mostly centred around salary and bonus, it should be noted that employees will get to a point where financial and non-financial rewards stop being the reason for their choice of employer. In this regard, Githinji (2017) argued that the reward is effective to a certain extent in retaining employees within the organisation and once employees go past the threshold of being motivated to retain their services because of rewards within the organisation, they will leave. In the same manner, Acar & Acar (2016) argue that reward as a standalone intervention is not effective in retaining employees within the organisation. In this regard, whilst reward is a key strategy in retaining employees, it should be noted that employees consider several reasons such as safety within the workplace, the convenience of working hours, and promotion in informing their choice to retain their services with the organisation.

Similarly, Zaleska & De Menezes (2017) argue that employees will only retain their services with an organisation is their future within the organisation is certain and if the direction that the organisation is taking aligns with the personal vision of the employees. What

this means is that, over and above the satisfactory and fair rewards that the employees get from their employment with an organisation, personal factors also inform the decision to stay with an organisation and in most cases, the reward has an inferior influence when compared to other factors such as general work and life balance that employees enjoy, general wellness offered by the organisation and the sense of security that the organisation offers to the employees beyond a secure financial future (Delery, 2018).

Employee Training and Productivity

As previously stated, training is an intervention aimed at resolving both the organization's and workers' productivity problems (Gowler & Legge, 2016). This implies that in response to low productivity, an organization may establish training requirements that, when met, will result in increased employee productivity. In this respect, employee training provides workers with the skills and information necessary to execute their present tasks effectively and in accordance with the productivity goals established for them (Armstrong, 2010).

(2017) (Al-Ahmadi).

Al-Ahmadi (2017) believes that training is critical in assisting individuals in developing skills and knowledge that, when applied to given jobs, have a beneficial effect on the workers' productivity. This implies that in order for workers to perform successfully in their different duties, they must possess the necessary skills and knowledge. In this respect, training plays a critical role in ensuring that employees acquire the necessary skills and information, thus increasing their productivity. Similarly, Robertson, AlKhatib, and AlHabib (2017) suggest that employee performance and productivity are a consequence of the talents used to execute different tasks. This implies that highly competent workers are more productive, and as a result, the more successful training is at increasing employees' aptitude and competence, the more effective it is at increasing employee productivity.

Brown and Heywood (2015) suggest that staff training is critical for motivating employees. This is because when workers are given new abilities, they play a critical role in encouraging people to perform better in their existing positions in light of the new talents they have received. Similarly, Gowler & Legge (2016) believe that highly motivated workers have a greater inner drive, which drives them to raise their performance and dedication to achieve established goals. This implies that the more abilities an employee perceives as necessary for completing their given duties, the more motivated they will be to increase their productivity, and as such, training are an excellent strategy for increasing employee productivity.

Danish & Usman (2019) further highlight that when workers are taught, they are not only imparted with new skills and information but they may also be upskilled and have their current abilities matched with the organization's procedures. When this occurs, workers become more successful in their present positions by using the talents they possess and the information and knowledge given during training sessions on how to put these abilities to productive use in order to achieve the organization's productivity objectives (Ahmed, 2015). Similarly, once taught, workers become receptive to new ideas that may be utilized to significantly improve the efficiency and effectiveness of their work operations (Chauhan, 2017). According to this school of thinking, the more workers are exposed to new skills and information, the more creative they become within their work environments and the more successful and efficient their work methods become, resulting in an increase in individual and collective production (Chauhan, 2017).

Driskell (2018) notes that through training and development of employees within the organization, the number of errors made by employees will decrease significantly, and with fewer errors, the need to redo processes will decrease as well, contributing to an overall increase in the collective productivity within the organization. Similarly, Githinji (2017) observes that as workers' abilities and knowledge are enhanced via training, they become more receptive to new ideas, which increases their individual agility, which, when harnessed and channeled toward productivity, results in increased individual and team productivity.

Clinton (2016) adds, however, that training alone will not increase staff productivity to desired levels. Clinton (2016) emphasizes in this respect that there are other variables that contribute to productivity and that if they are not supplied at optimum levels, productivity will not be increased even with intensive training. Osman, Ho, and Carmen (2017) believe that training alone will not result in good results in the absence of sufficient financial resources and better technology since workers need the appropriate tools to perform at their best. Training is only successful in this respect when it is accompanied by other critical inputs such as financial resources and technology (Osman, Ho, & Carmen, 2017).

Results and Discussion

Response Rate Analysis

As specified in the study design, 356 questionnaires (356) were sent to individuals drawn from all ZIMPARKS clusters throughout Zimbabwe. The response rate obtained from this administration of survey questions is given in Table 1.1 below, followed by a discussion of the same results.

Table 1:1 Response Rate Analysis

Position of Respondents	Administered	Returned	Unreturned	Overall Response %
Managers	26	25	10	96.2

Non-managerial	330	279	21	84.5
Total	356	304	31	85.4

Source: Primary Data (2021)

Specifically, as indicated in the preceding Table 3, the researcher delivered (356) questionnaires, and of these, a total of (304) questionnaires were completed and returned by the respondents, translating into an overall response rate of 45%. (85.4 percent). In this study, the response rate (85.4 percent) was deemed adequate for the researcher's needs in order to not only achieve data saturation but also to conduct comprehensive and exhaustive discussions from which conclusions could be drawn and generalized to the population from which the data was gathered. According to Farthing (2016), a response rate of more than (60 percent) from a survey was acceptable, and a researcher could be certain of saturation and generalizability of study results if the response rate exceeded (60 percent) from the survey. Given the high rate of response obtained in this study (85.4 percent vs 60.0 percent), it may be concluded that the researcher has reached saturation with data and that the findings drawn from the data analysis can be applied to the whole organization's population.

Position of Respondents

Additionally, respondents were asked to identify their roles within the organization in order to determine the sample's distribution of management and non-managerial workers.

The results are summarized in Figure 1.1

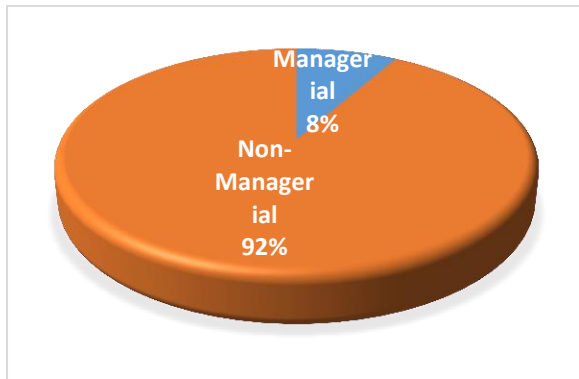


Figure 1.1: Position of Respondents

Source: Primary Data (2021)

According to the results in Figure 1.1, (92 percent) were non-managerial workers, whereas (8 percent) were managerial personnel. What is most striking about the preceding results is not the numerical or proportionate representation, but rather the sample's embrace of respondents based on their position. This is important because, although managers develop and implement human resource policies and practices inside the organization, it is primarily non-managerial workers that feel the impacts of human resource practices. In this respect, the results show that the study's conclusions were robust, varied, and based on the perspectives and experiences of both policymakers and recipients, non-managerial workers.

Reliability Analysis

The researcher aimed to ascertain the degree to which the questionnaire employed as the only source of primary data exhibited reliable features. This implies that the researcher attempted to determine the degree to which the questionnaire exhibited internal consistency, and in order to do so, the Cronbach Alpha test was used in SPSS. The test was performed on each part of the questionnaire, and the results are summarized in Table 4.2 below.

Table 1.2: Cronbach alpha Test

Construct	Cronbach's Alpha	N of Items
Impact of recruitment and Selection on performance	0.812	10
Impact of reward management practices on skills retention	0.876	8
Impact of training on employee productivity	0.867	10
Impact of HR practices on Financial performance	0.724	6

Strategies to enhance HR practices	0.867	5
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Source: Primary Data (2021)

The research established an adequate level of questionnaire reliability as Cronbach alpha (= 0.70). This implies that any (>0.70) was considered suggestive of the questionnaire's satisfactory reliability. According to the results above, all parts of the questionnaire had a Cronbach alpha higher than the minimum acceptable value of (0.70). This indicates that the results suggest that the questionnaire satisfies all reliability criteria, as demonstrated by an alpha of higher than (0.70).

Inferential Statistical Analysis on Recruitment and Selection on Performance

In order to determine the statistical effect of recruitment and selection on performance in the organisation, the researcher tested the following hypothesis:

H₀₁: Recruitment and selection have no statistically meaningful impact on the success of an organization.

H₁: The processes of recruitment and selection have a statistically significant impact on the success of a business.

The researcher used both basic linear regression analysis and analysis of variance to evaluate the aforementioned hypothesis. The hypothesis testing results are given and discussed below.

Table 1.3: Model Summary for Effect of Recruitment and Selection on Performance

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.755 ^a	.569	.556	.784

Source: Primary Data (2021)

According to the results in Table 1.3, the coefficient of correlation (R = 0.755) indicates a significant positive connection between performance and the organization's recruiting and selection procedures. This indicates that the recruiting and selection methods and processes had a favorable effect on the organization's overall performance. The modified R2, which served as the coefficient of determination in this regression study, indicated that the organization's performance was highly sensitive to recruiting and selection methods. This implies that the research discovered that recruitment and selection had a 55.6% explanatory power over the organization's performance, implying that they had a 55.6% impact on organizational performance

Table 1.4: ANOVA for Effect of Recruitment and Selection on Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	238.795	9	26.533	43.202	.000 ^a
Residual	180.561	294	.614		
Total	419.355	303			

Source: Primary Data (2021)

The F-value (=43.202) in Table 1.4 above indicates that a linear connection existed between recruiting and the selection and organizational performance. Additionally, the p-value (0.0000.05) from the results above indicated that there was a statistically significant connection between recruitment, selection, and performance. Given the (95 percent) confidence interval used in the hypothesis testing, a p-value less than the significance threshold of (0.05) resulted in the null hypothesis being rejected. A p-value higher than the (0.05) threshold of significance, on the other hand, would result in the null hypothesis being accepted. In light of the aforementioned results, the null hypothesis was rejected by the p-value (0.0000.05). As a result of this finding, the research accepted the alternative hypothesis that recruiting and selection had a statistically significant effect on organizational success. These results are consistent with Gamage's (2017) conclusion that recruiting and selection have a statistically significant impact on organizational success.

Inferential Statistical Analysis on Reward Management and Employee performance

The researcher investigated the following hypothesis to ascertain the statistical impact of reward management methods on employee performance inside the organization:

H₀₂: Employee performance is unaffected by reward management methods in a statistically meaningful way.

H₂: Employee performance is statistically significantly affected by reward management methods.

The researcher utilized both basic linear regression analysis and ANOVA to evaluate the aforementioned hypothesis. The hypothesis testing results are given and discussed below.

Table 1.5: Model Summary for Effect of Reward Management on Employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.733	.727	.513

Source: Primary Data (2021)

According to the results in Table 1.5, the correlation coefficient (R = 0.856) indicates a significant positive connection between incentive management and skill retention. This indicates that the organization's incentive management strategies benefited its ability to retain talent. The modified R2, which served as the coefficient of determination in this regression study, indicated that the organization's employee performance rate was highly dependent on incentive management methods. This implies that reward management had a 72.7 percent explanatory power over the organization's skills retention rate, implying that reward management had an effect on the organization's skills retention rate by 72.7 percent (72.7 percent).

Table 1.6: ANOVA for Effect of Reward Management on Employee performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	214.486	7	30.641	116.375	.000 ^a
	Residual	77.935	296	.263		
	Total	292.421	303			

Source: Primary Data (2021)

These results demonstrate that in a study done on reward management methods and employee performance, there was a statistically significant linear connection between the two variables (F-value = 116.375). The results from above showed that incentive management methods are associated with skills retention, and the finding is significant at the 0.05 level. Because the confidence interval was being used to calculate a p-value, any number lower than 0.05 would result in the rejection of the null hypothesis. It follows, however, that if the p-value were higher than the significance threshold (0.05), the null hypothesis would be accepted. According to the results, the p-value of 0.000 was more than 0.05, therefore indicating that the null hypothesis was rejected. While reward management methods do show a strong correlation with employee performance, the research nonetheless accepted the alternative hypothesis, which suggested that reward management systems do indeed have a major impact on employee performance. The results of the Goss, Adam-Smith and Gilbert (2015) study agreed with the conclusions discovered by these researchers. This is partly due to competitive wages providing a financial incentive for employee commitment, loyalty, and drive to be increased.

Table 1.7: Chi-Square Tests for Training on Employee Productivity

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	88.087 ^a	4	.000
Likelihood Ratio	93.713	4	.000
N of Valid Cases	304		

Source: Primary Data (2021)

As indicated in the preceding Table 1.7, the Pearson Chi-square value (=88.087) shows that there was a statistically significant linear connection between training and employee productivity between the two groups studied. A statistically significant linear connection between the factors, employee productivity, and training was also found, as shown by the p-value (0.0000.05) obtained from the results presented above. According to the results of the Phi and Creamer V tests, the strength of the linear connection was determined, as shown in the table below.

Table 1.8: Symmetric Measures on Training and Employee Productivity

		Value	Approx. Sig.
Nominal by Nominal	Phi	.538	.000
	Cramer's V	.538	.000
Cramer's V		.538	.000

Source: Primary Data (2021)

From the Phi and Creamer V coefficients (=0.538) as presented can be concluded that training has a positive impact on employee productivity to the tune of 53.8 percent. In other words, employee productivity is statistically significantly affected by training provided inside the organization. A p-value of (0.0000.05) was obtained, which indicates that a statistically significant linear connection existed between training and employee productivity, as was the case in the previous study. Therefore, the alternative hypothesis (that employee training has a statistically significant impact on employee productivity) is accepted as a result of the study's rejection of the null hypothesis at a p-value of less than 0.05. These results are consistent with those of Hornsby and Kuratko (2015), who found that there was a statistically significant linear connection between training methods and overall staff productivity.

Conclusions and Recommendations

The research discovered that an organization's recruiting and selection methods had a favorable impact on its overall performance. Recruitment and selection were found to be critical in ensuring that the appropriate quality and number of workers were recruited at all times. On the other hand, recruiting and selection had a beneficial impact since they minimized interruptions by guaranteeing company continuity at all times. In terms of statistics, the researchers discovered a significant positive connection between recruiting and the selection and organizational success. The study discovered that the incentive management method used within the organization had a substantial impact on employee performance based on an examination of the main research data collected through questionnaires. In this respect, the research discovered that the organization's incentive management methods, although not paying large wages, were successful in terms of employee performance. The research concluded that the organization's inability to pay large wages may have been a result of the organization's low economic situation and overall bad financial performance throughout the years. The research discovered that internal training has a favorable impact on staff productivity. The research discovered that this is because training enables workers to be more productive and useful in their professions, as well as more creative, which has a good impact on employee productivity. In aggregate, the research found that staff training increased employee productivity by a factor of two (53.8 percent). The study recommended the strengthening of policy and the involvement of employees in the crafting and operationalization of HR practices. Future research should be conducted on a wider range of organizations in the Zimbabwean hospitality sector, according to the findings of this study. This implies that, rather than restricting the research to a single organization, as was done in this research, future studies may investigate the impact of human resource practices on organizational performance throughout the whole hospitality industry in Zimbabwe, rather than just one organization. As a result of the fact that data would be gathered from all hospitality businesses in Zimbabwe, the conclusions of such research may be considerably more far-reaching.

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