

## Contributing factors for human resource management in tourism business enterprises in the context of a developing region

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**Abstract:** Human resource management is a decisive concept in bolstering the performance of tourism business enterprises. The main aim of the current study was to pinpoint the major contributors of human resource management within tourism businesses. The study pursued explanatory research design along with quantitative research approach. Research participants were selected through simple random sampling technique. This study applied multiple linear regression analysis to predict how each independent variable explains the dependent variable of the study. The findings of the current study unveil that the effectiveness of human resource management within tourism business enterprises is significantly impacted by employee training, knowledge sharing, working culture, employee commitment and motivation. It is noted that understanding the fundamental contributors that support human resource management in tourism business enterprises is paramount in attaining its future vision.

**Key words:** 1. Amhara, 2. Competitiveness, 3. HRM, 4. tourism business, 5. working culture

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### Introduction

Human resource management comprises the process of apprehending, emerging, sharing, and effectively using organizational knowledge (Garavan et al., 2016; Gollan et al., 2014; Writer, 2015; Zahra et al., 2020). As previous studies underscored, effective human resource management has been contemplated as an antecedent of innovation (Baum, 2006; Holbeche, 2012; Kurtmollaiev, 2020; Kusluvan et al., 2010; Ladkin, 2011). The achievement of tourism enterprises is determined by whether they effectively manage employees' knowledge (Chang et al., 2011; Solnet et al., 2013). These enterprises would sustain their competitive advantage by harnessing their own distinctive knowledge and devising viable strategies (Ladkin, 2011; Luo and Milne, 2014; Zahra et al., 2020). As a result, it would be better if an organization identifies the major factors that partly influence human resource management (Holbeche, 2012; Kusluvan et al., 2010; Tsai and Yen, 2020; Watson, 2008; Writer, 2015). In contrast to the traditional factors of production that were ruled by diminishing returns, every additional unit of employee management used effectively results in a marginal increase in human resource management within tourism business (Stroehmeier, 2007; Wright, 2021). The aim of every human resource management system is to share knowledge in the organization in the most effective manner and improve performance in the process (Tsai and Yen, 2020). This aim was not achieved because of poor communication structures that exist in most public or government owned organizations in Africa, mainly in Nigeria and Kenya (Chuang et

al., 2016). On the other hand, adequate human resource knowledge management in companies and organizations has been neglected in developing countries where knowledge generally is not placed at the front line of the society (Gollan et al., 2014; Nickson, 2013). This has led to lack of consistent progress in terms of profitability in Africa. Furthermore, most studies have taken one dimensional view. Based on Resource-Based View Theory (Darroch, 2005; Hall and Mairesse, 2006), the strategic resources and capabilities available to an enterprise determine whether it will be competitive over the others. Pragmatically, tourism and hospitality sector is playing a crucial role in improving the economy of most developing countries (Stroehmeier, 2007), Ethiopia being one of them. The share of tourism business enterprises in GDP of Ethiopia is expected to increase up to 10% by the year 2021/2022. In Ethiopia, the tourism business enterprises fall under the popular service sector. However, studies that identify the major factors that affect human resource management within tourism enterprises remain untouched (Baum, 2006; Kuslivan et al., 2010; Ladkin, 2011). Due to this reason, most small and medium scale tourism and hospitality enterprises failed to utilize employees' knowledge properly (Holbeche, 2012; Tsai and Yen, 2020). That, in turn, adversely affects the management style of tourism businesses (Nickson, 2013). Therefore, it is difficult to draw conclusions on the major contributors of human resource management within tourism and hospitality business enterprises. Hence, the current study seeks to identify the key factors that impact human resource management in small and medium scale tourism business enterprises.

### **Objectives of the study**

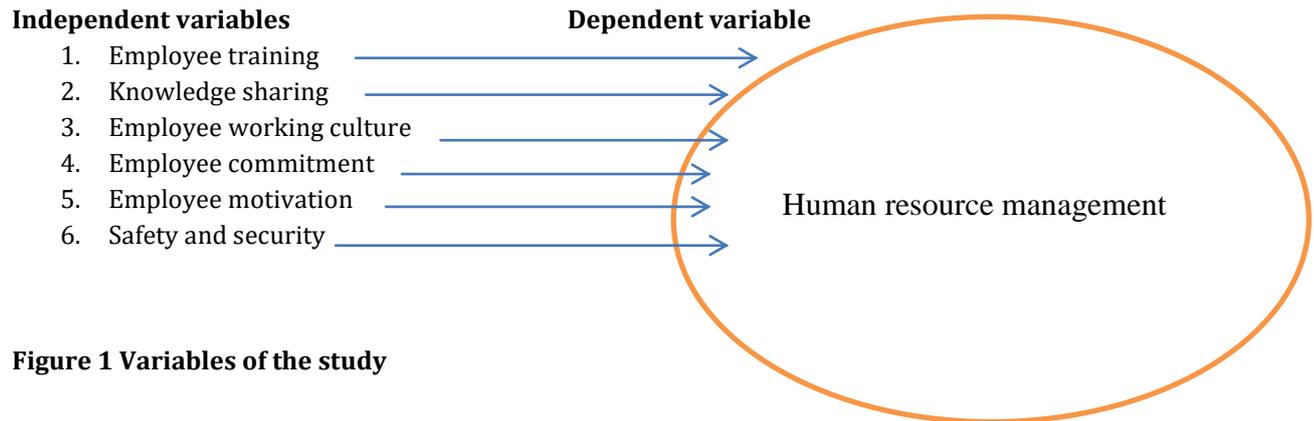
1. To determine the effect of employee training on human resource management within tourism enterprises.
2. To determine the influence of employee working culture on human resource management.
3. To examine the effect of knowledge sharing on human resource management.
4. To determine the effect of employee commitment on human resource management.
5. To examine the effect of employee motivation on human resource management.
6. To describe the effect of safety and security on human resource management.

### **Research hypotheses**

1. H<sub>0</sub>: employee training within an organization has insignificant relation with human resource management.
2. H<sub>0</sub>: knowledge sharing has insignificant relationship with human resource management.
3. H<sub>0</sub>: employees' working culture has insignificant relationship with human resource management.
4. H<sub>0</sub>: employee commitment has insignificant relationship with human resource management.
5. H<sub>0</sub>: employee motivation has insignificant relationship with human resource management.
6. H<sub>0</sub>: employee's safety and security has insignificant relationship with human resource management.

### **Variables of the study**

The dependent variable of this study is human resource management within tourism business enterprises. The categorical explanatory independent variables are employee training, knowledge sharing, employees' working culture, employee commitment, employee motivation and safety and security within tourism enterprises.



**Figure 1 Variables of the study**

## Literature Review

### Human resource management in the modern era

Human resource management has been viewed as multidimensional and multidisciplinary concept (Kinnie and Swart, 2012; Solnet et al., 2013; Zahra et al., 2020). In the context of tourism, human resource management promotes and integrates approaches of identifying, capturing, evaluating, retrieving, and sharing all of enterprises' information assets (Davidson et al., 2011; Garavan et al., 2016; Kurtmollaiev, 2020). Tourism business operators are required to turn personal knowledge into organization wide knowledge that can be shared throughout the organization (Davidson et al., 2011; Laaksonen and Peltoniemi, 2018). The goal of human resource management in tourism business enterprises is to acquire the right knowledge to the right people at the right time and improve competitiveness (Ladkin, 2011; Nickson, 2013).

For tourism enterprises, to enhance their competitive advantage, there should be adequate human resource management practices that enable them to acquire and share new knowledge (Bratton and Gold, 2012; Luo and Milne, 2014). An important theory called the resource-advantage theory has recognized employee knowledge as a strategic resource of any business, including tourism in both developing and developed regions (Solnet et al., 2013; Wright, 2021). Therefore, to develop a sustainable competitive advantage, small and medium scale enterprises should utilize human resource knowledge enhancing the characteristics of heterogeneity and uniqueness. It has been noted that human resource management processes are part and parcel of an organization's processes (Davidson et al., 2011). According to Holbeche (2012), human resource knowledge management processes are precondition for effective organizational competitiveness. Furthermore, human resource management concept has been developed as a management function that seeks to create and disseminate knowledge and information within an organization (Garavan et al., 2016; Luo and Milne, 2014). Accordingly, Darroch and McNaughton (2003) highlighted three main activities of human resource knowledge management: knowledge acquisition, knowledge dissemination and responsiveness to knowledge. Besides, Darroch and McNaughton (2003) pondered human resource knowledge management as a whole because of the small size nature of small scale enterprises including tourism (Kinnie and Swart, 2012; Laaksonen and Peltoniemi, 2018). On the other hand, employee knowledge management and innovation are interrelated constructs. Innovation takes place when human resource knowledge is used in the organization and ultimately this results into creativity (Darroch and McNaughton, 2003; Trott, 2008).

## **Human resource management practices in tourism and hospitality establishments**

Hospitality and tourism industry operators want to have people who have much skill (Elisa and Kay, 2004; Garavan et al., 2016). Managers in the field of tourism and hospitality need to have good experience in the leadership position, so that they can be comfortable in leading their staff (Laaksonen and Peltoniemi, 2018; Yang and Cherry, 2008). Employees' knowledge is ideal in improving the efficiency and effectiveness of hospitality and tourism industries (Luo and Milne, 2014; Kurtmollaiev, 2020). Tourism business operators should also understand the role of good behavior and skill on social platform, and attitudes for defining the requirements on skills which are for hospitality and tourism employees (Davidson et al., 2011; Elisa and Kay, 2004). There are some people that can reject the concept of the human element in the business of hospitality and tourism industries (Stroehmeier, 2007). Due to this reason, services quality is compromised. That, in turn, diminishes customer satisfaction, loyalty, and organizational competitiveness. Attributes of all the employees have been directed by the human resources management (HRM) and organizational culture (Shaju and Subhashini, 2017). There are many authors who tried to explain why and how an employee can affect the advantages and performance of the firm (Kinnie and Swart, 2012; Laaksonen and Peltoniemi, 2018). A summary for all these arguments would be reconciled by HRM strategies and behavior of work related performance and customers' need (Garavan et al., 2016; Mathis and Jackson, 2011). The outputs of the hospitality and tourism organizations are services that are produced by the human resource (Zelege et al., 2021). Most importantly, it is about the services which are provided for customers (Chuang et al., 2016). Furthermore, hospitality and tourism industries have many small businesses that do not have a clear setup of procedures and policies for their employees to follow (Hoque, 2013). This is not only a problem but it is also confusion for members of their staff, which can also cause issues to their health and safety (Yang and Cherry, 2008; Zelege et al., 2021). Managers should have written operating procedures for their employees that they should know what they are expected from them (Becker et al., 2018). Thus, managers ought to set comprehensive procedures and policies so that if any accident is going to happen they can use those procedures and policies.

### **Conceptual framework**

The conceptual framework of this study unravels that employee training should focus on updating the current knowledge of human resource working within tourism business. That, in turn, is ideal to scale-up the adoption of new technologies in order to foster the production and productivity of tourism business operators. This could be achieved through proper implementation of employee knowledge management. Frequentative training would foster knowledge management and enhance organizational competitiveness (Jørgensen and Becker, 2015). On the other hand, knowledge sharing through effective communication and team work would contribute its part in improving organizational competitiveness (Chuang et al., 2016).

As a matter of fact, committed and motivated employees are helpful to an organization to enhance its knowledge management practices (Cooper et al., 2016). In most instances, the working culture of all employees needs to be underlined in order to have good human resource management practices (Hoque, 2013). As human resource management is impacted by employees working culture, organizations would better devise appropriate rules and regulations that are compatible to employees working behaviour. Pragmatically, ensuring safety and security would create an enabling environment for both the employees and the organization to experience good knowledge management practices.

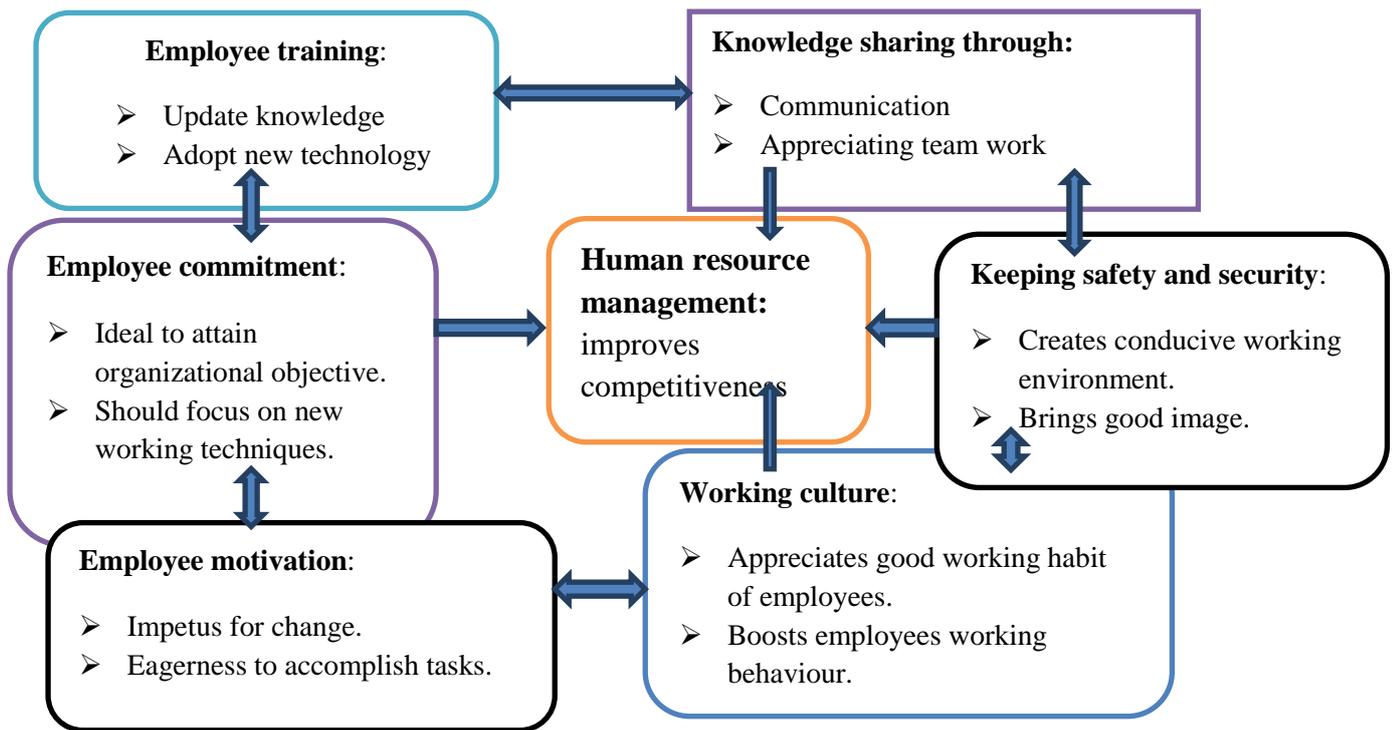


Figure 2: Conceptual framework of the study

## Materials and methods

### Description of the study area

This study was conducted in Amhara National Regional State (ANRS). Amhara region is a regional state in northern Ethiopia and the homeland of the Amhara people. Its capital is Bahir Dar which is the seat of the regional government of Amhara. Amhara is the site of the largest inland body of water in Ethiopia, Lake Tana (which is the source of the Blue Nile). The historic Amhara region contains much of the highland plateaus above 1500 meters with rugged formations, gorges and valleys, and millions of settlements for Amhara villages surrounded by subsistence farms and grazing fields.

### Research Design

This study pursued explanatory research design. The techniques of inferential statistics have been used since the researcher focused on getting inferences from the findings that determinants of human resource management in tourism business enterprises put on.

### Population and Sample Size

The population of the study consisted of tourism business enterprises working in Amhara National Regional State. This study area was chosen because the tourism business enterprises have formal procedures or processes that are documented and registered with regulatory government bodies in Amhara National Regional State.

**Table 1 Population and Sample Size**

Population category	Target population	Sample size
Restaurants serving tourists	148	69
Small hotels serving tourists	110	52
Tour and travel operators	35	16
Medium sized hotels	74	35
Tourist transport providers	21	10
Souvenirs and gift shops	62	29
<b>Total</b>	<b>450</b>	<b>211</b>

Source (Amhara National Regional State Culture and Tourism Bureau report, 2020)

**Sample Size**

According to information obtained from Amhara National Regional State Culture and Tourism Bureau (2020), there are 450 tourism business enterprises working in the area. By taking this number as a reference, researchers determined the sample size required to distribute survey questionnaires. The total sample size was 211. It was determined as a sampling frame and unit of analysis using the calculating method of

Yamane (1967) sample size determination formula which is stated below.

$$n = \frac{N}{1 + N(e)^2}$$

Where n= is the sample size;

e =is the desired confidence level, 95%;

N= total population.

Hence, the researcher determines the sample based on the above formula

Thus,  $n = 450 / 1 + 450(0.05)^2 = 211$  research participants

As per this reference, the researcher determines the sample size required to distribute survey questionnaires. Kothari (1990) described that irrespective of the number of populations in a given study area, the researcher can determine an appropriate sample size which should be more than 30. Additionally, Green (1991) pointed out that to run multiple linear regressions an author should have a minimum sample size of 100 and will be on the safer side if the sample size is 200 and above. Since survey

questionnaires were distributed only for workers in small and medium scale tourism enterprises, researchers found that involving 211 employees as a sample was enough to fill the questionnaires keeping in view the proper representation of every segment of population and manageable size of the sample.

### **Pilot study**

Researchers have carried out a small scale pilot survey in order to test the questionnaire and to make sure that (1) the questionnaire is clear and understandable, (2) the answers obtained from the questionnaire address the research objectives, and (3) language used in the questionnaire is clear and correct.

### **Data collection instruments**

Questionnaire was the main instrument of data collection. Questionnaires were issued to employees of selected tourism business operators. Each respondent was given enough time to respond to questions and any clarification was done at the same time by research assistants.

### **Measurement, validity and reliability**

Measurement scales were based on previous empirical studies. In line with these previous measurements, a five-point *Likert Scale* was adopted for all item scales. All item scales were attached on a five point scale with 5 = strongly agree, 4 = agree, 3 = neither agree nor disagree, 2 = disagree and 1 = strongly disagree. The scale reliability values (Cronbach's alpha) for all components were greater than 0.7 which is the minimum acceptable level. Factors contributing for human resource management in tourism business item scales were derived from the works of Darroch (2005) that showed an overall Cronbach's alpha coefficient of 0.7 and above.

### **Data analysis**

The data collected from the respondent was coded and entered in SPSS Version 21 for analysis. Before analysis, test for normality was done so as to ascertain whether to use parametric or non-parametric test in subsequent analysis. Descriptive statistics was done to identify characteristics of demographic profile of respondents while inferential statistics has been done for the purpose of regression i.e. to predict the relationship between each factor and human resource management in tourism business enterprises. The model below was used to predict human resource management within tourism service providers.

### **Model specification**

The data consists of N observations on a dependent or response variable Y and P predictor or explanatory variables, X<sub>1</sub>, X<sub>2</sub>, ..., X<sub>p</sub> the relationship between y and X<sub>1</sub>, X<sub>2</sub>, ..., X<sub>p</sub> is formulated as a linear model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_p X_p + E$$

Where  $\beta_0$ ,  $\beta_1$ ,  $\beta_2$ ... $\beta_p$  are constant referred to as the model regression coefficients (or simply as regression coefficients) and E is a random disturbance/error. The model of the present study can be demonstrated as:

$$Y = B_0 + B_1 ETT + B_2 KS + B_3 EWC + B_4 EC + B_5 EM + B_6 SS + E$$

Where: Y is = human resource management within tourism enterprises

- ETT is employee training
- KS is knowledge sharing
- EWC is employee working culture
- EC is employee commitment
- EM is employee motivation
- SS is safety and security
- E is error term
- $B_0$  is the intercept
- $B_1 B_2 B_3 B_4 B_5 B_6$  are coefficient of variables

## Results and discussion

### General information about the respondents

The marital status of the respondents shows that 54(29%) of them were single whereas 133 (71%) of the respondents were married. Thus, the majority of the respondents were married. Regarding gender, 119 (64%) respondents were males and 68 (36) of them were females. On the other hand, 20 (11%) of the respondents were found between the age of 20 and 30 years, 65 (35%) of the respondents were also found between the age of 31 and 40 years, 71(39%) of the respondents were found between the age of 41 and 50 years, 20 (11%) of the respondents were found between the age of 51 and 60, 11 (6%) of the respondents were above the age of 61. This implies that the majority of respondents were adults. Pertaining to educational background, 51(27%) respondents obtained university degree and above. 122 (65 %) of the respondents were college graduates. Besides, 14 (8%) of the respondents have completed secondary school. This shows that the majority of the respondents have an ability to understand and fill the questionnaire well.

### Questionnaires distributed and response rate

Two hundred eleven (211) questionnaires were distributed to employees working in tourism service providers within the Amhara National Regional State. A total of 200 questionnaires were collected and among these 13 questionnaires were not properly filled. Therefore, they were discarded from the analysis. The rest 187 questionnaires (93.5%) were fully completed and used for the subsequent analysis.

### Reliability analysis

Darroch (2005) ascertain that Cronbach's alpha is the most common measurement of internal consistency ("reliability"). It is most commonly used when researchers have multiple Likert scale questions in a survey/ questionnaire that form a scale and the researcher wishes to determine if the scale is reliable. The researcher has devised 15 questionnaires to measure how employees in small and medium scale enterprises responded and understood. Each question was a 5-point Likert scale from "completely unimportant" to "very important". A Cronbach's alpha was run on a sample size of 15 employees working in tourism business enterprises in the study area. According to Fraenkel and Wallen (2003) scales with a coefficient  $\alpha$  between 0.80 and 0.95 are considered to have very good reliability, scales with a coefficient  $\alpha$  between 0.70 and 0.80 are considered to have good reliability, and  $\alpha$  value between 0.60 and 0.70 indicates fair reliability. As depicted in Table 2, the present study's Chronbach's Alpha values show that items used to measure human resource management such as employee training, knowledge sharing, employee commitment, employee motivation have very good reliability. On the other hand, employees working culture and safety and security items have good reliability. Moreover, no significant change is shown to be appeared if an item is deleted.

**Table 2** Reliability analysis of variables

No	Variables	No of items	Chronbach's Alpha( $\alpha$ )
1	employee training	11	.87
2	knowledge sharing	9	.82
3	employees working culture	5	.75
4	employee commitment	4	.83
5	employee motivation	3	.81
6	Safety and Security	4	.70
7	Knowledge management	10	.81

Source: Authors' computation with SPSS version 21 (2021)

### Mean comparisons of the study

**Table 3** descriptive statistics of mean comparison of variables

Independent variables	N	Mean
employee training	187	3.68
knowledge sharing	187	3.86
employees working culture	187	3.55
employee commitment	187	3.85
employee motivation	187	3.55
Safety and Security	187	3.22
Valid N	187	
<b>Group Mean</b>		<b>3.6</b>

Source: Authors' computation with SPSS version 21 (2021).

The mean value of the current study was evaluated according to Zaidaton and Bagheri (2009) described that while comparing elements the mean score below 3.39 could be considered as low, the mean score from 3.40 up to 3.79 would be considered as reasonable and mean score above 3.79 could be viewed as high as compared to the other variables in the same group. As revealed in Table 3, knowledge sharing (3.86), employee commitment (3.85), employee training (3.68), employee working culture (3.55), employee motivation (3.55) had mean value above and equal to the group mean (3.6). It implied that knowledge sharing, employee commitment, employee working culture and employee motivation within an organization got the highest importance level for human resource management.

On the other hand, safety and security (3.22) had low mean value as compared to the other determinants described in Table 3. Therefore, safety and security got low importance level in determining human resource management within tourism enterprises in the study area. The finding of the current study also coincides with the findings of Leroy et al. (2018) noted that knowledge sharing and employee commitment are the major components of human resource management.

### Multiple linear regression model

The current study seeks to describe how independent variables such as knowledge sharing, employee commitment, employee training, employee working culture, employee motivation and employee safety and security predict human resource management as one dependent variable. To that end, multiple linear regression function was employed to delineate the extent to which independent variables explain the dependent variable.

### Testing Regression Assumptions

#### Normality Test

In order to recruit multiple linear regression model, the distribution of data should be normally distributed and satisfy the linearity between y (dependent variable) and x (independent variable). Which means the distribution of data is free from skewed and kurtosis (Gold et al., 2001).

Figure 3 Histogram

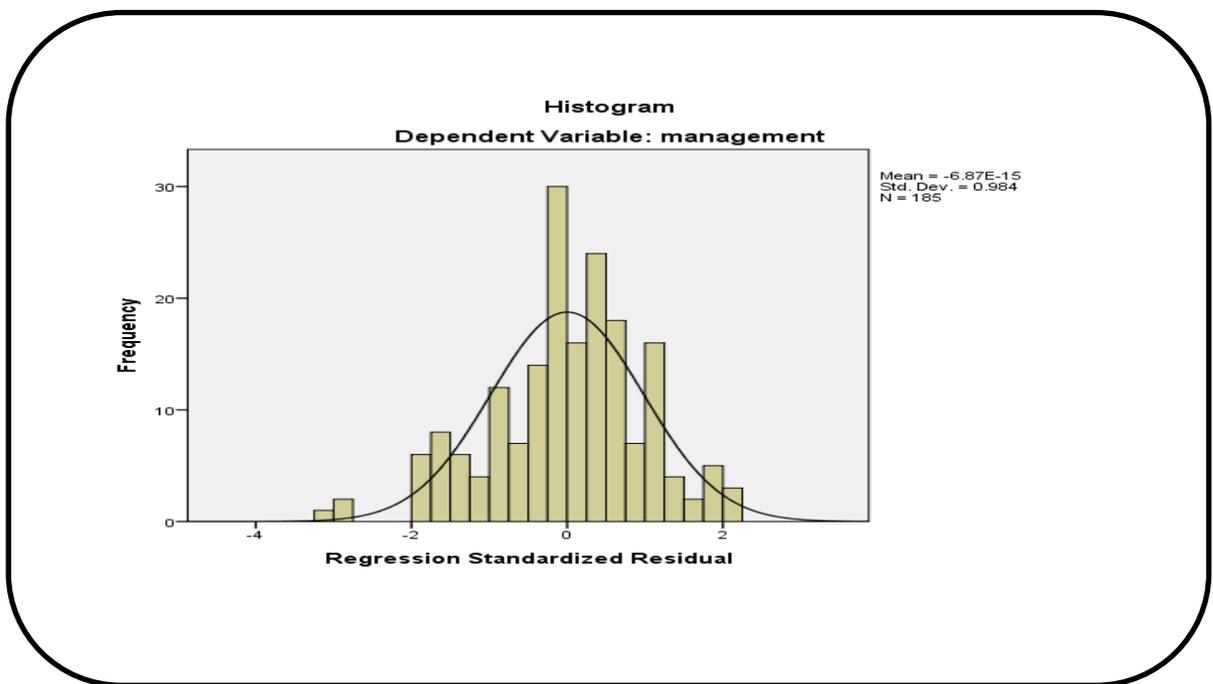
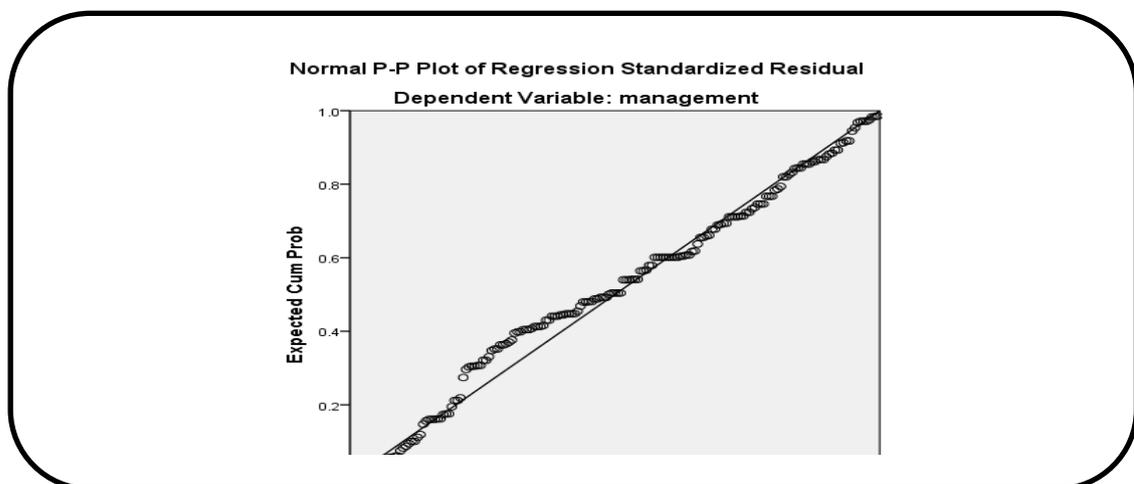


Figure 3: Histogram

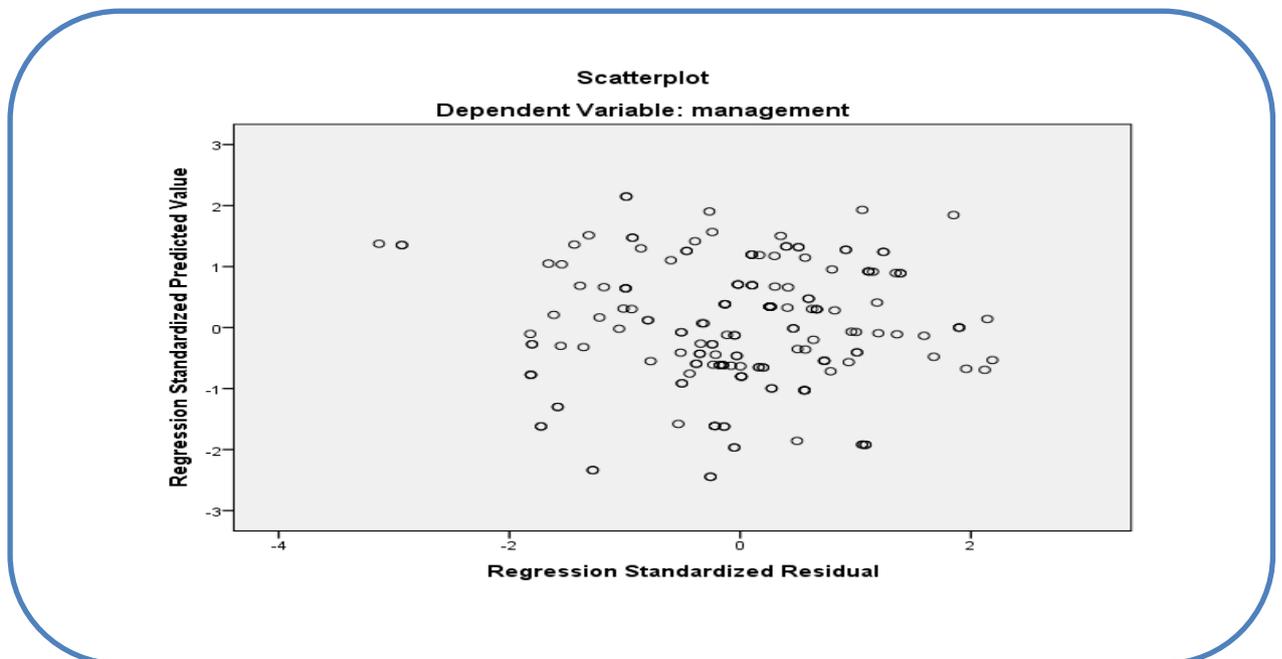


**Figure 4:P-P Plot linearity assumptions**

As presented from Figure 3 and 4, histogram and normal P-P plot, human resource management has normal probability plots. It seems like a straight line which is normally distributed. Thus, it is approximately a linear pattern consistent with normal distribution. Therefore, the normality assumption for dependent variable is satisfied.

**Multi-collinearity test (between independent variables by using VIF)**

The VIF of independent variables are found between 1 and 6. Consequently, there is no multi-collinearity problem in the present study. As the assumption of multi-collinearity in multiple regressions checked by variance inflation factor (VIF) indicated, VIF between 1 and 10 shows no relationship among independent variables in a given study. In the current study, the independent variables are not highly correlated. Therefore, model assumption is satisfied (Gold et al., 2001).



**Figure 5:Scatter plot (Authors' computation with SPSS version 21 (2021))**

As shown from Figure 5scatter plot, the residual variance is not equal and then residual plot have no funnel shape distribution (v shape) and the errors (residual) have different variance. A plot regression standardized residual versus regression standardized predicted should show no pattern. Therefore, there is no hetro-secadastic problem that means homo-cede city assumption is satisfied. In addition, if one scatter plot is randomly distributed a researcher can conclude that the relationship between independent variable and error is independent (Schubert et al., 2011). Hence, the current study satisfied this assumption.

**Regression result analysis**

As presented in Figure 4.4, the histogram plot was utilized to test the normality distribution of residuals. It purported that residuals were normally distributed in most cases with the mean was of 6.83E-16 and

standard deviation of 0.983. This shape basically implies that majority of scores lie around the center of the distribution. As a result, it fulfilled the assumption of multiple linear regressions model.

**Test of autocorrelation**

The value of autocorrelations test of this study is 2.263 which were close to two. Therefore, errors found in different observation in the current study are uncorrelated. This is because of the assumption that for any two observations the residual terms should be uncorrelated or independent (Hoyt et al., 2006; Schubert et al., 2011). These assumptions can be tested with the Durbins-Watson test, which tests for serial correlations between errors. Specifically, it tests whether adjacent residuals are correlated or not. The test statistic can vary between 0 and 4; with a value of 2 the residuals are uncorrelated. A value greater than 2 indicates a negative correlation between adjacent residuals whereas a value below 2 indicates a positive correlation (Hoyt et al., 2006; Stauvermann et al., 2018).

**Table 4 Model Summary<sup>b</sup>**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.795 <sup>a</sup>	.632	.621	.06396	2.263

Source: Authors' computation with SPSS version 20 (2021).

- a. Predictors: (Constant), knowledge sharing, employee commitment, employee training, employee working culture, employee motivation and safety and security.
- b. Dependent Variable: human resource management (shortened as management in different figures under this study).

As depicted in Table 4, the value of multiple correlation coefficients between the predictor and the outcome is indicated by R is 0.795. It implied that correlation between the six independent variables (knowledge sharing, employee commitment, employee training, employee working culture, employee motivation and safety and security) and human resource management. Hence, independent variables predict human resource management very well. The proportion of variation in human resource management is explained by the model  $R^2=0.63=63\%$ , indicated that 63% of the variance in human resource management can be predicted by the combination of six independent variables. It showed that this prediction applied in the model is reliable.  $R^2$  is a measure of the magnitude that independent variables express the dependent variables in a study (Gold et al., 2001). Enters method was used to identify statistically determinant variables on the dependent variable.

**Table 5: ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	65.760	6	10.960	2678.966	.000 <sup>b</sup>
	Residual	.728	178	.004		
	Total	66.488	184			

Source: Authors' computation with SPSS version 21 (2021).

- a. Dependent Variable: human resource management
- b. Predictors: (Constant), knowledge sharing, employee commitment, employee training, employee working culture, employee motivation and safety and security.

Table 5 reveals that the ANOVA report on the general significance of the model and how well the model fit. Thus, the value of regression residual is .00b implied that the independent variables are fit to predict the dependent variable and residuals didn't affect it (Stauvermann et al., 2018).

**Table 6: Coefficients of variables**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.220	.043		5.114	.000		
	Knowledge sharing	.393	.033	.381	12.034	.000	.61	6.32
	Employee commitment	.834	.041	.781	20.439	.000	.42	3.73
	Employee training	.37	.016	.39	2.383	.018	.22	4.45
	Employee working culture	.182	.028	.175	6.585	.000	.87	1.49
	Employee motivation	.051	.013	.061	3.806	.000	.24	4.15
	Safety and security	-.007	.006	.010	1.241	.216	.96	1.04
Dependent Variable: human resource management								

**Knowledge sharing**

The regression result of coefficient of beta is 0.393 and the p value is .000, showed that knowledge sharing has significant positive relationship with employee knowledge management in tourism business enterprises in the study area. As a result, knowledge sharing played its part to create effective human resource management practices. In line with this result, Morales et al. (2012) pointed out that most employees are interested in sharing knowledge within a company. Likewise, Gold et al. (2001) directed that there is a significant relationship between knowledge sharing and human resource management within an enterprise whose main intention is making profit.

Since employees working in tourism business enterprises have different educational background, knowledge sharing is prominent to boost human resource management in tourism and hospitality business establishments in the study area. It has been noted that knowledge sharing is the major determinant of human resource management in business enterprises (Wohlgemuth et al., 2019). In principle, knowledge sharing is a major component of human resource management in the development of tourism business enterprises (Shaju and Subhashini, 2017; Yang and Cherry, 2008). Besides, knowledge sharing along with good management strategies supports an organization to be competitive (Kebete and Wondirad, 2019). Moreover, based on previous studies such as Morales et al. (2011), there is a general consensus about the significance of knowledge sharing in decision making process of business enterprises. An increase in the level of knowledge sharing leads to a statistically significant increase in the expected human resource management practices of business establishments (Ma et al., 2016; Ngo and Loi, 2008). Moreover, an organized knowledge sharing effect is larger in creating conducive human resource management strategies within an enterprise. In consonant with this, Wohlgemuth et al. (2019) outlined that knowledge sharing is the most decisive factor in bringing good knowledge management practices, mainly in small and medium scale enterprises.

### **Employee commitment**

As the present study's coefficient and significance value ( $B=0.834$  and  $P<0.05$ ) delineated that employee commitment has significant relation with human resource management in tourism business enterprises in the study area. Undoubtedly, employee commitment is one of the very important parts that determine employee knowledge management within restaurants, tourist transport service providers and small and medium sized hotels (Becker et al., 2018; Guest, 2017; Kinnie and Swart, 2020; Wohlgemuth et al., 2019). Pertaining to employee commitment, it has been believed that a committed and devoted employee will do more in order to enhance human resource management activities (Hoque, 2013; Ma et al., 2016). In accordance with this, (Leroy et al., 2018) noted that employee commitment is a decisive factor in determining employee knowledge management in tourism business enterprises in the study area. Hence, human resource management within tourism business operators is often contingent on the commitment level of employees (Cooper et al., 2016).

### **Employee training**

The B value of employee training is 0.37 and  $P<0.05$ . It shows that any employee training activity within tourism enterprises has a significant relation with human resource management. This result of the present study is further reinforced by Khatri (2017) who ascertained that the success or failure of enterprises depends on being able to provide training to employees. As enterprises demand trained manpower, it is the mandate of the organization to provide an enabling environment for training (Beus et al., 2016). Thus, findings of the present study revealed that employee training is vital to carry out prominent activities in small and medium scale tourism enterprises and predict human resource management practices.

### **Employee motivation**

As per the multiple linear regression model result of the current study, the B value of employee motivation is 0.051 and  $P<0.05$ . It depicted that employee motivation has a significant relationship with human resource management. In line with this, Moffet and McAdam, (2006) noted that employee motivation in conjunction with other activities predicts human resource management in business establishments. Hence, employee motivation often goes with the interests of an enterprise (Khatri, 2017). On the other hand, employee motivation would lead to increased human resource management practices and improve the loyalty of employee within an enterprise (Guerci et al., 2019). Moreover, highly motivated employees spread positive word-of-mouth regarding an enterprise (Guest, 2017).

### **Employee working culture**

As the survey result of this study referred, the B value of employee working culture is 0.182 and  $P<0.05$ . In small and medium scale tourism enterprises, employee working culture has significant relationship with human resource management practices (Davidson et al., 2011). In accordance with this result, Leroy et al. (2018) mentioned that employee working culture is an important aspect of human resource management practices, especially in small and medium sized tourism service providing institutions. Often human resource management mainly depends on employee working culture.

### **Safety and security**

As per the survey result described in multiple linear regression model, the coefficient of beta value for safety and security is  $-0.007$  and the significant value p is  $.216$  which is greater than 0.05. It alludes that there is insignificant relationship between safety and security and employee knowledge management

within tourism business enterprises. As long as safety and security mainly relies on the interest of employees, the safety rules developed by an enterprise have insignificant relationship with human resource management in most tourism and hospitality establishments in the study area (Beus et al., 2016; Luo and Milne, 2014). In most instances, middle and upper level employees who need to improve their skill through training without giving due consideration for safety and security issues within an enterprise (Davidson and Wang, 2011; Leroy et al., 2018).

### Conclusion

Human resource management is a process that spreads throughout business organizations. Its scope is difficult to define and its effects are hard to measure (Kinnie and Swart, 2020; Ngo and Loi, 2008; Laaksonen and Peltoniemi, 2018). If human resource management is properly implemented, it is a worthwhile investment that will promote efficiency, learning, innovation, and competitive advantage within tourism and hospitality business enterprises (Aksu, 2005; Davidson and Wang, 2011). Often human resource management is referring to training and learning in an organization or its customers. It consists of a cycle of creating, sharing, structuring and auditing knowledge, in order to maximize the effectiveness of an organization's collective knowledge (Guerci et al., 2019; Ngo and Loi, 2008). Human resource management is important because it boosts the efficiency of an organization's decision-making ability. Overall, the present study concluded as:

$$Y = B_0 + B_1 ETT + B_2 KS + B_3 EWC + B_4 EC + B_5 EM + B_6 SS$$

$$Y = 0.22 + 0.37 ETT + 0.393 KS + 0.37 EWC + 0.182 EC + 0.051 EM + -0.007 SS + E$$

The result of regression model equation indicates that when ETT increased by one unit Y increased by 0.37. When KS increased by one unit Y is increased by 0.393 units, when EWC increased by one unit Y is increased by 0.182 units, when EM increased by one unit Y is increased by 0.051 units. On the other hand, when EC increased by one unit Y is increased by 0.834 units. From these output researchers concluded that large influence comes from employees' commitment. SS (-0.007) shows there is insignificant relationship between safety and security and the dependent variable i.e. human resource management.

### Recommendations

Based on the findings of the study, authors would like to forward the following suggestions which have paramount significance for practitioners, academicians and tourism business enterprises.

- ✚ As Amhara National Regional State has multiple opportunities in creating a range of jobs for the youth in the area of tourism and hospitality, the government shall create a sound working environment through encouraging small and medium scale tourism enterprises that recruit employees having adequate knowledge. Thus, government bodies should give great emphasis for the development of tourism business via supporting tour and travel service providers in terms of introducing new technologies and new working cultures. Hence, in order to improve human resource management practices, the government shall adopt rules and regulations that improve the overall performances of tourism business enterprises through training, knowledge sharing and encouraging the use of modern technologies.
- ✚ Tourism and hospitality service providers should give adequate emphasis to human resource management in order to properly utilize employees' knowledge to attain their short and long term goals. Therefore, it would be better if tourism service providers reinforce its human resource management practices through regular training and information sharing.
- ✚ Learning and teaching institutions such as Universities and Technical and Vocational Institutions should give due consideration for quality education. As a result, qualified and competitive

candidates could be produced in order to fill knowledge gaps within tourism business enterprises. Universities and vocational institutions should support small and medium sized hotel and tourism related enterprises through giving on the job training and continuous follow up and supervision.

- ✚ Employees irrespective of their educational background should frequently improve their knowledge through taking additional and continuous training. Besides, employees should be committed and motivated to improve the overall performances of their organization through utilizing their knowledge prudently.
- ✚ Overall, stakeholders such as government, education sector, enterprises and local communities should work in cooperation in order to have good human resource management practices in each level of small and medium scale tourism and hospitality enterprises supporting the local economy.

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