

Recruitment and Employee Training and Organisational Resilience in Kenyan Hotels

Peter Kibe Njuguna*

School of Hospitality, Tourism and Leisure Studies, Kenyatta University, Email, peterkibe08@gmail.com

Shem Maingi

School of Hospitality, Tourism and Leisure Studies, Kenyatta University, Email, maingi.shem@ku.ac.ke

Sisinio Kiria

School of Hospitality, Tourism and Leisure Studies, Kenyatta University, Email, sisinio.kiria@ku.ac.ke

**Corresponding Author*

How to cite this article: Njuguna, P.K., Maingi, S. & Kiria, S. (2021). Recruitment and Employee Training and Organisational Resilience in Kenyan Hotels. African Journal of Hospitality, Tourism and Leisure, 10(3): 999-1012. DOI: <https://doi.org/10.46222/ajhtl.19770720-145>

Abstract

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 and employee training in developing organizational resilience. An embedded mixed research design was adopted. The study targeted 121 managers in star-rated hotels within the Nairobi region obtained through stratification sampling where questionnaires and interviews were conducted. A pre-test was done to test the research instrument for reliability and validity. Regression analysis findings proved a positive and significant effect between, recruitment and selection, training and organization resilience. Correlation analysis findings established that there were moderate to strong relationships between the study variables. Overall, Analysis of Variance showed that selected human resource management practices had a significant role in developing hotels' organizational resilience. The study brought perspective on the risks and ways of developing resilient frameworks to guarantee business resilience. The findings of this study may be useful in developing hospitality resilience models for a local context.

Keywords: Tourism, human resource management, star-rated, hotel, organizational resilience

Introduction

In recent times, resilience is increasingly becoming an important topic of discussion around the world. Crises such as the global recession and seasonality are seen to have far-reaching impacts pervading all organization spheres (Ho, Verreyne & Galvin, 2014). According to Siddiqui (2017), human resources management is vital for an organization to stand these turbulences. 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. Tan and Nasurdin (2010) acknowledge that effective management of human resource (HR) practices is a successful organizational performance.

Resilience in an organization 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. Secondly, it can grab new opportunities and expand to explore after the perturbation (Ho, Verreyne & Galvin, 2014). Hollnagel, Nemeth, and Dekker (2008), defines organizational resilience by four capabilities: the skill to respond when faced by unpredictability and business threats, the skill to monitor, being in a position to foretell crisis and emergencies, and the ability to take crisis and emergencies as a lesson for future action.

HRM practices refer to the systems that attract, develop, motivates, and retain a workforce that guarantees organizational survival (Siddiqui, 2017). HRM practices are also recognized as internal and consistent policies aimed at helping the organization meet its objective by combining different human capital elements. Guest and Conway (2011) note that HR practices are pertinent for organizations' survival in a different script. An organization is likely to grow from the shocks of the event when a workforce is motivated, and their expectations are met. Guest (2017) argues that employees reciprocate positively by super performance if an organization prioritizes well-being-focused HR practices. 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. It is vital to understand the major threats to manage risks effectively and efficiently (Sonia & Mathews, 2015). Therefore, dynamism and disruptions are inevitable. Adapting to the ever-changing environment is fundamental, and today's dynamic, open, and deregulated economy calls for organizational resilience. There is hardly any study conducted on how HRM practices affect organizational resilience in classified hotels in Nairobi County, Kenya. Yet, organizational resilience is a topical research issue globally, hence the need for the current study.

Literature review

Organizational resilience refers to the ability to anticipate agitation, to resist by adapting, and recover by restoring to the earlier state as much as possible (Umoh et al., 2010). Resilience is also defined as a function of an organization's awareness of the situation that helps them manage all their key vulnerabilities by adapting to the environment, which is complex, ever-changing, and interrelated (Bouaziz & Smaoui, 2018). Thus, one must mark and know their environment, the level they are prepared for perturbations, and their capacity to recover fully from the situation. Resilience, will be measured by the ability to absorb shocks from the organization's environment. Thus, a resilient organization should know this at the board level or be made known to them by their risk department (Ho, Verreyne & Galvin, 2014).

There have been different ways of measuring organizational resilience. According to Umoh et al. (2014), organizational resilience is measured on organization learning, adaptive capacity, and dynamic capability. Okuwa, Nwuche, and Anyanwu (2016) measure organizational resilience in agility and adaptive capacity. Deniz and Azru (2015) measure organizational resilience in terms of robustness, agility, and integrity. Lengnick-Hall et al. (2011), trying to measure organizational resilience, assessed it using three dimensions: cognitive, behaviour, and context. McManus et al. (2008) developed a measure for organizational resilience based on situation awareness, keystone vulnerabilities, and adaptive capability. These measures were further enhanced by Lee, Vargo, and Seville (2013), where the constructs were modified to focus on strategic positioning.

Recruitment and selection

Ekwoaba, Ikeje, and Ufoma (2015) investigated the role of 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. The responses were noted from



a questionnaire from the participants comprise of top management, middle and lower workforce. Recruitment and selection criteria significantly impacted the banks' performance. Thus, the more objective the criteria are, the better are the chances of improving bank performance. However, the results should be interpreted carefully since, as Osemeke (2012) documents, a firm's productivity will only increase with the right people being picked for the job.

Selase (2018) in Accra, Ghana, sought to determine the impact of recruitment and selection criteria on GN Bank performance. The research studied 16 full-time staff and six contract staff randomly from GN Bank with the help of their serial number and random numbers. A survey research design was used. The result was summarized for another 130 employees who responded via questionnaire. It was recognized that recruitment being a genuine business for the organization's productivity, needs to be done thoroughly. Also, the descriptive and inferential statistical result revealed that it was imperative to subject potential candidates to scrupulous scrutiny to enable an organization to be palatable after the recruitment process. Further, satisfactory data is relevant in allowing those in charge to make their right choice.

Karia, Omari, Mwanaongoro, and Ondieki (2016) investigated the impact of recruitment and selection on the performance of public water utilities in Tanzania. a correlation and descriptive research design were applied to the study by taking a sample of 417 water employees. Information was gathered via questionnaires and interviews with line managers. Analysis of the responses showed that the recruitment and selection process negatively influenced the performance of the public water. There was no free choice of the potential candidate, and hence ended up choosing unqualified individuals. This necessitates the development of policy and strategy to direct the recruitment process for due diligence. It is during the recruitment process that the management set which is the most qualified while at the same time setting their behaviour and attitude toward work. In another study of Nigerian manufacturing firms by Oaya, Ogbu and Remilekun (2017), these scholars employed descriptive research design to assess the role of recruitment and selection in employee performance. It emerged that the employee's capability to perform the job under consideration ought to take first interest rather than host community influence. The present study came up with the following hypothesis:

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

Employee training

Siddiqui (2017) sought to cross-examine to ascertain if trained employees enable organizations to perform well during economic crises. Employee training and any development thereof are found to be imperative in developing resilience in an organization. Indeed, training acts as a building block for organizational resilience. Siddiqui (2017) postulates that trained employees make organizations flourish and generate profits and helps them adjust to the incidence of sudden changes, especially in unpredictable crises, and tend to hurt many organizations. Training is not only important for resilience but even for maintaining organization productivity and competitiveness in the market. It is important to note that organizations need not wait for a crisis to train their employees but to do it in advance.

Ogbu and Idowu (2017) researched 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 was particularly important for firms' productivity. In contrast, off-the-job training was more beneficial when it comes to innovativeness in the insurance industry. This means that regular training is necessary to cover all time firm events, including crisis moments. Ogbu and Idowu's study did not cover the induction or orientation training necessary for acquainting employees with the job and firms as a whole and what is expected of them.

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 a lack of resources affect the training and development of employees. Kun et al. (2014) recommended that certain areas be improved with bias on management support, feedback to employees, and employee training continuously. All these were taken as relevant areas of training, which even this study revisited. The present study came up with the following hypothesis:

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

Theoretical framework

The study was guided by two theories, namely, resource-based view theory and resilience theory. Birger Wernerfelt originally coined Resource-Based View (RBV) theory in 1984 as one tool for strategic positioning where a firm lays a 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 RBV by Jay Barney in 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 organization to allow it to take sustainable advantage (Madhani, 2010). Three types of resources are usually considered: physical resources, human resources, and organizational resources (Barney & Clark, 2007). By understanding these three resources, a firm's manager can easily use them to achieve competency and appreciate how the firm's assets can be applied to better performance. Barney (1991) defined resources ascribed to competitive advantage as valuable, rare, imperfectly imitable, and non-substitutable 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 resources to create agility and capability to stand during emergencies and crises. Human resources contribute their human capital to the business. Despite the theory talking of all the three types of resources, little effort has been made to ascertain the effect of RBV resources and organizational resilience, and this is the gap that the study wants to fill.

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 terms, it is how to survive a difficult moment or situation (Buheji, 2019). In recent times, research on organizational resilience has soared due to global businesses' increased disruptions (Samba & Vera, 2018). This theory posits three stages of organizational resilience: the assessment stage of threat, acceptance of the new situations, and adoption of amendment strategy. Good infrastructure should be realized: a strong structure, culture, and enough resources to achieve these stages. The current business environment is highly unstable, unpredictable, and equivocal, making the theory of organizational 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 organization. When applied intelligently and critically in Kenyan hotels' situation, the theory of resilience theory 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.

Research methodology

The study adopted an embedded mixed research design. This design integrates the collection of both qualitative and quantitative data (Creswell & Plano-Clark, 2017). 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-methods design in which one data set provides a supportive, secondary role in a study based primarily on the other data type (Creswell & Plano-Clark, 2017). The premises of this design are that a single data set is not sufficient, that different questions need to be answered, and that each type of question requires different types of data. Researchers use this design to include qualitative or quantitative data to answer a research question within a largely quantitative or qualitative study.

The study population comprised of HR managers or officers. According to the national classification Register of March 2019, fifty-three (53) star-rated hotels. Managers and officers were chosen since they best understand the human resource operations of a hotel. The study targeted all the star-rated human resource managers within Nairobi County. Therefore, all the two-stars to five-stars hotels found within the vicinity of Nairobi county were included. All 53 human resource departments were given a chance to respond to the research instruments, else the next available person in charge of the HR department was included. For four- and five-star hotels, since their HR department is big, more respondents were sought. Purposive sampling was used to narrow down to HR managers or Officers to participate. This is because HR managers and officers were deemed to have the requisite knowledge of HR practices. For 4 and 5 star rated hotels with large HR department have several management staff, three respondents were picked in each stratum, while 2 HR staff members were selected in 3-star hotels. For two-star hotels, only one member of staff was chosen. The researcher sampled 48 hotels. Five hotels were excluded because they were for pre-testing (one 2-star hotel, two 3-star hotels, one 4-star hotel, and one 5-star hotel). Questionnaires and interview schedules were the data collection instruments since the study relied on primary data to test resilience at 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 bodies. During the interviews, the researcher employed a probing technique to obtain as much information as possible on organizational resilience. Interviews were conducted via Zoom due to COVID 19 restrictions.

Quantitative and qualitative analysis techniques were used. Research hypotheses were analyzed as per specific and overall objectives. Qualitative data was transformed into numerical codes to represent various variables, and in the case of an interview, a description of responses was summarized. Qualitative data were 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. In contrast, a multiple linear regression was fitted to incorporate the impact of all the four independent variables on organizational resilience measures tested at a 5% level of significance. Correlation analysis was used to measure the strength of the relationship between the independent variables and organizational resilience.



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.

Results

The main objective of this study was to examine the role of HRM practices on organizational resilience. HR practices under exploration here were recruitment and selection and employee training while organizational resilience was assessed by situational awareness. The researcher sought to know how respondents perceived HR's role in developing hotel respondents. The majority (91%) thought HR had a role, while only 7% thought not, and 2% were unsure. This indicates that most participants felt the HR department is important when helping deal with a crisis.

Table 1: Level of preparedness

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

Based on the findings, 45% agree that they are prepared for natural hazards, 36% strongly agree to this preparedness, 13% were neutral, and 6% refuted that they are prepared for natural hazards. The majority of the respondents (62%) agree that they are ready for a financial crisis, while 21% are indecisive, 17% disagree that they cannot withstand a 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 unsure. 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 with this preparation, while only 3% disagreed with their hotels having such preparation. Also, 62% of the respondents agreed to be prepared for the happenings of a pandemic, 25% were indecisive in 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.

Recruitment and selection

The study sought to identify the role played by recruitment and selection in forming a firm's resilience. Recruitment and selection were measured by the candidate's education, experience, skills, culture fit, and equity in selections against organizational resilience metricized by situation awareness.



Table 2: Recruitment and selection

	n=100					
	Mean	Std. Dev	Strongly agree	Agree	Neutral	Disagree Strongly disagree
Our organization considers candidate’s education when recruiting	1.9	0.7	35	45	20	
Our organization considers candidate’s experience when recruiting	1.8	0.7	36	51	13	
Our organization considers candidate’s specific skills 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 the cultural fit of the candidate when recruiting	2.1	0.8	22	48	26	4

As per the HR officers, 80% were interested in a candidate's education when recruiting, while 20% neutral on education choice. Work experience constitutes the larger criterion (87%) of many recruiter's considerations, while 13% were indecisive. Most respondents (51%) strongly preferred to check the candidates' specific skills while 34% just preferred the specific skills, and 15% were not sure of their stand during the recruitment. Asked if the organization 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.

Influence of recruitment and selection on organizational resilience

Based on the first objective, a hypothesis held that recruitment and selection have no significant influence on organizational resilience development in star-rated hotels in Nairobi County, Kenya. A simple linear regression was constructed to test this.

Table 5: Recruitment and selection and hotel resilience

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

Organizational resilience = 0.155 + 0.670 (recruitment and selection)

From the findings, there is a statistically significant relationship between recruitment and selection and organizational resilience (p-value<0.05). Table 5 demonstrates regression coefficients for recruitment and selection and hotel resilience to be positive and statistically significant at a 5% confidence level ($\beta = 0.670$, p-value<0.05). It was an implication that a unit increase in recruitment and selection would result in a 0.670 increase in hotels' resilience. Therefore, the null hypothesis of no significance was rejected at a 5% confidence level, and the following equation is feasible. Findings of the study showed that the recruitment process could not be ignored when an improvement to resilience is necessitated. A positive and highly significant observation ($\beta = 0.289$, p-value<0.05) means that the two variables move in the same direction. This can be likened to Ekwoaba et al., (2015) study of Nigeria Fidelity bank, where employees reported recruitment and selection had a great impact in taking a firm to where it should be in terms of its vision. The recruitment process serves as



an energizer to the work environment where an experienced and skilled individual is hired to fit their qualified placements. In tandem with the findings, Selase (2018) establishes that banks in Accra need to be thorough whenever the recruitment process is taking place; else, a wrong placement is costly to the company, thus weakening its stand. Similarly, Sabiu, Ringim, Mei, and Joarder's (2019) investigation of the Nigerian education agencies showed that recruitment and selection serve as strong support to organization performance.

Conversely, documentation by Karia et al. (2016) shows that recruitment and selection have an inverse relationship with the performance of Tanzania companies offering public water. This only served to be a bureaucracy in choosing potential candidates, thus tampering with the process. An explanation to this could have emanated from corruption in management that pays no attention to due diligence while recruiting. In such a case, a development of policy and strategy that is fair and transparent would see the right candidate is hired. Inversely, Oaya et al. (2017) argue 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.

Employee training

The study also sought to identify the role employee training play in developing organizational resilience for the hotel. Employee training pointed out a training plan, staff empowerment activities, and alignment of the training programs with the hotel's objectives.

Table 3: Employee training

	Mean	Std. Den	n=100			
			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 programs	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

A larger group of respondents (82%) agreed to have a proper plan for their training, while 15% and 3% were neutral and disagreed on having proper plans with a mean of 1.9 and standard deviation of 0.7. Also, on whether hotels evaluate the effectiveness of the training programs, most officers (49%) agree to evaluation, 28% strongly agree, 17% took a neutral stand, and 6% disagreed on having evaluation after training with a mean of 2.0 and standard deviation 0.8. Further probe on whether the organization 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, in the quest for whether training is well planned and thought, a majority (48%) agreed, 24% strongly agreed, 19% were indecisive, while 9% disagreed with 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 with the statement having a mean of 1.9 and 0.8 standard deviation.



Influence of employee training on organizational resilience

In line with the second objective, the hypothesis was proposed that employee training has no significant influence on organizational resilience development in star-rated hotels in Nairobi County, Kenya. Table 6 displays the summary findings of the simple regression model.

Table 6: Training and hotel resilience

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

Organizational resilience = -0.061 + 0.657(Employee training)

There is 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 the rise of 0.657 units in hotel's resilience. Therefore, from the sample findings, the null hypothesis should be rejected at a 5% significance level. Employee training was found to have a positive and significant role in building organizational resilience from correlation and regression analysis ($\beta = 0.169$, $\rho = 0.686$, $p\text{-value} < 0.05$). Implying that training and resilience move in the same directions (positively), and therefore increase in one will increase the other. In the same vein, the finding of Umoh et al. (2014) study of 140 Nigerian manufacturing firms found that training is part of management development plans that significantly influence a company to step in during tribulations. Even so, Umoh et al. did not state the nature of the relationship succinctly.

Siddiqui's (2017) cross-examination on employee training avers that training is insurance against the crisis in the same voice. An organization investing in employee training is in the right direction to building resilience. Siddiqui (2017) finds a direct association between resilience and employee capacities. Similarly, a study of the Nigerian insurance industry established that both on-the-job and off-the-job training be important in building an all-time response to the crisis (Ogbu & Idowu, 2017). In South Africa, Kun et al. (2014) consider lack of training a recipe for performance failure for most companies. Therefore, they recommend employee training to help cope with emerging issues in their workplace to be better placed in shakeup time to respond.

Organizational resilience

Organizational resilience was assessed by situational awareness. The findings are displayed in Table 4.

Table 4: Organization resilience

	n=100					
	Mean	Std. Dev	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 in our organization	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 sufficient 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

Respondents were asked if people in their organization have a clear picture of their role in a crisis. The majority (54%) agreed, 14% strongly agreed, 26% were neutral, while only 6% disagreed. Most participants (80%) agreed that people interact often enough to know what's going on in the organization on an average day. Nonetheless, 14% and 6% were not sure or disagreed with this. On whether respondents knew how dependent the success of one area is 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 were to sustain significant physical damage, they would have sufficient 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, in seeking whether 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 an 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 with knowing this. Finally, ask 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.

Table 7: Correlation matrix for the study variables

	Organization resilience	Recruitment and Selection	Employee Training
Organizational resilience	1		
Recruitment and Selection	.599**	1	
Employee Training	.686**	.475**	1

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

Recruitment and selection exhibit a moderate positive and significant relationship with organizational resilience ($\rho=0.599$, $p\text{-value}<0.05$). Also, employee training had a highly positive and significant relationship with organizational resilience ($\rho=0.686$, $p\text{-value}<0.05$).

Table 8: Effect of HRM practices on organizational 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

a. Dependent Variable: Organization resilience

$$\bar{Y} = 0.069 + 0.289X_1 + 0.169X_2$$

Table 8 expound on the relationships between the four different HRM practices in considerations. Recruitment and selection had a 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 increase of 0.289 units of the organization's resilience in the star-rated hotels. Secondly, employee training is also found to have a positive and significant role in organizational resilience at a 5% level of significance ($\beta = 0.169$, $p\text{-value} < 0.05$). This means that while holding other factors constant, a unit increase in employee training would lead to a further increase in organization resilience in starred hotels by 0.169 units. Thirdly, employee compensation was noted to have a positive and significant role in organizational resilience at a 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's resilience while holding all other variables constant. Lastly, it was discovered performance appraisal too had a positive and significant relationship with organizational resilience at a 5% level of significance ($\beta = 0.261$, $p\text{-value} < 0.05$). Therefore, this means that a unit increase in performance appraisal measures has a corresponding increase of 0.261 units in organizational resilience. Thus, HRM practices have a positive and highly significant role in the development of an organization resilient.

On the same spirit, Leghari, Suleman, Leghari, and Aslam (2014) documented that HR practices are crucial in organization performance and employee retention 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) suggest a direct link between the HR practices and financial and organization outcome as measured by net margin and client satisfaction, respectively, for the Dutch health care organizations. 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 emerging issues. Therefore, the current study substantiates one of the possible strategies for enhancing performance and hence resilience would be to invest in employees.

Conclusion

The study envisioned that recruitment to have insignificant influence in developing organizational 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. It can be concluded that recruitment and selection are important practices in building the resilience of star-rated hotels in Nairobi County. The study also hypothesized that employee training has significantly influenced developing organizational resilience in the star-rated hotels in Nairobi County. From both the correlation and regression analysis, employee training plays a big role in developing organizational resilience in Nairobi County star-rated hotels.

The HRM practices were found to have a positive and highly significant role in the development of an organization resilient. The positive role played by HRM practices does have meaning to the organizations interested in building their resilience. This supports RBV



postulation that internal resources can develop a competitive advantage that further cascades to improved organizational performance. As realized, the study was focused on the hospitality industry, where a lot of diversity exists. Employees would be good in other sectors but not in-service industry, specifically the hospitality sector. A strong and properly conducted recruitment process will enable a firm to hire employees that fit into their culture. A successful selection process will ensure that the right staff is employed (Das, 2018). However, there is no guarantee of correct recruitment and selection, but it would help minimize risks while maximizing the right person's ability to hire the right person. To sum up, the recruitment and selection process is one of the best ways of anchoring an employee to think in line with the company's vision, and such is what will help the hotel stand strong in times of trouble.

Trained employees are better off to adapt whenever changes confront since they will be able to devise solutions even to the daunting tasks. The ability to overcome disappointment and work with agility comes from the skills employees possess 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 train its workforce beforehand. Through practices and experiences learned, a multifaceted resilience requiring input from all the concerned will be achieved via concerted efforts, abilities, activities, and connections between individuals. It is paramount for the HR managers to emphasize the need to carry out the recruitment and selection openly and to details. Picking the candidate with the right skills, experience, and cultural fit to the hospitality industry is a process that cannot be negotiated or bent. Else the firm will not be incapable of standing strong in crisis when they get the wrong employees for the job. Education and understanding of both the HR managers and candidates must be top-notch since training enables innovations. The hiring managers need to be open and give equal opportunity to job seekers. Investors in the hospitality industry also need to 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. The training ought to be aligned to the objectives that the hotel wants to accomplish.

References

- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99–120.
- Barney, J. & Clark, D. (2007). *Resource-based theory: Creating and sustaining competitive advantage*. Oxford: Oxford University Press.
- Creswell, J. & Plano, C. (2017). *Designing and conducting mixed methods research*. Los Angeles: SAGE
- Birger, W. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180.
- Bouaziz, F. & Smaoui H. (2018). Strategic human resource management practices and organizational resilience. *Journal of Management Development*, 37 (7), 537-551.
- Breda, A. (2018). A critical review of resilience theory and its relevance for social work. *Social work*, 54(1).
- Buheji, M. (2019). Theories of organizational resilience, *International Journal of Inspiration & Resilience Economy*, 3(1), 33-33.
- Das, N. (2018). What is the purpose and importance of recruitment? Available at <https://www.ilearnlot.com/what-is-the-purpose-and-importance-of-recruitment/50071/> [Retrieved 10 July 2020].



- Deniz, K. & Arzu, I.S. (2015). Organizational resilience: A conceptual integrative framework. *Journal of Management & Organization*, 18, 762-773.
- Ekwoaba J., Ikeje, U. & Ufoma, N. (2015). The impact of recruitment and selection criteria on organizational performance. *European Centre for Research and Development*, 3, 22-32.
- Guest, D. (2017). Human resource management and employee well-being: Towards a new analytic framework: HRM and employee well-being: New analytic framework. *Human Resource Management Journal*, 27(1), 22–38.
- Guest, D. & Conway, N. (2011). The impact of HR practices, HR effectiveness and a 'strong HR system' on organizational outcomes: A stakeholder perspective. *The International Journal of Human Resource Management*, 22(8), 1686–1702.
- Ho, M., Verreyne, M. & Galvin, P. (2014). *Organizational resilience and the challenge for human resource management: Conceptualizations and frameworks for theory and practice*. Auckland University of Technology, New Zealand.
- Hollnagel, E., Nemeth, C. & Dekker, S. (2008). *Resilience engineering perspectives*. Aldershot, Hampshire, England: Ashgate.
- Karia, A., Omari, S., Mwanaongoro, S. & Ondieki, A. (2016). Impact of recruitment and selection on performance of the public water utilities in Tanzania. *African Journal of Business and Management*, 2, 39-45.
- Kun, F., Cowden, R. & Karodia, A. (2014). Impact of training and development on employee performance: A case study of Escon Consulting Singaporean. *Journal of Business Economics, and Management Studies*, 3(3).
- Lee, A., Vargo, J. & Seville, E. (2013). Developing a tool to measure and compare organizations' resilience. *Natural Hazards Review*, 14, 29-41.
- Laghari, J., Suleman, U., Laghari, I. & Aslam, S. (2014). Role of HRM Practices in performance of organization and employee retention. *European Journal of Business Management*, 6(31), 219-223.
- Lengnick-Hall, C., Beck, T. & Lengnick-Hall, M. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21(3), 243-255.
- Madhani, P. (2010). *Resource-Based View (RBV) of Competitive Advantage*. An Overview. ICFAI University Press, Hyderabad.
- McManus, S., Seville, E., Vargo, J. & Brunson, D. (2008). A facilitated process for improving organizational resilience. *Natural Hazards Rev.*, 9(2), 81-90.
- Oaya, Z., Ogbu, O. & Remilekun, O.G. (2017). Impact of recruitment and selection strategy on employees' performance: a study of three selected manufacturing companies in Nigeria. *International Journal of Innovation and Economic Development*, 3(3), 32-42.
- Ogbu, O., & Idowu, O. (2017). Impact of employee training on organizational performance a study of selected insurance firms in Abuja-Nigeria. *European Journal of Business and Management*, 9(14), 64-72.
- Okuwa, J., Nwuche, C. & Anyanwu, S. (2016). Human capital development and organizational resilience in selected Manufacturing firms in rivers state. *International Journal of Novel Research in Humanity and Social Sciences*, 3(2), 43-50
- Osemeke, M. (2012). The impact of human resource management practices on organizational performance: A study of Guinness Nigeria Plc. *International Journal of Arts and Humanities*, 1(1), 79-94.
- Sabiu, M., Ringim, K., Mei, T. & Joarder, M. (2019). Relationship between human resource management practices, ethical climates and organizational performance, the missing link: An empirical analysis. *PSU Research Review*, 3(1), 50-69.
- Samba, D. & Vera, C. (2013).



- Toward a Theory of Organizational Resilience: The Assessment- Acceptance- Amendment Model. *Academy of Management Proceedings*, 1.
- Selase, A. (2018). The Impact of recruitment and selection Criteria on Organizational Performance. GN Bank, Greater Accra Region of Ghana as the mirror. *Journal of Public Administration and Governance*, 8(3), 283-296.
- Siddiqui, S. (2017). Can employee training and development increase organizational resilience against economic crises. *International Journal of Managerial Studies and Research*, 5(4), 78-82.
- Sonia, B. & Mathews, D. (2012). Risk identification and analysis in the hospitality industry: Practitioners' perspectives from India. *Worldwide Hospitality and Tourism Themes*. 4. 10.1108/17554211211277851.
- Tan, C. & Nasuridin, A., (2010). Human resource management practices and organizational innovation: Assessing the mediating role of knowledge management effectiveness. *Electronic Journal of Knowledge Management*, 9(2), 155-167.
- Umoh, G., Amah, M. & Wokocha, M. (2014). Management development and organizational resilience. A case study of some selected manufacturing firms in Rivers State, Nigeria. *Journal of Business and Management*, 16(2), 7-16.
- Varshney, D. & Varshney, N. (2017). The effect of resilience on performance and job satisfaction among construction managers in Saudi Arabia. *Global Business and Organizational Excellence*, 36(5), 36-45.
- Vermeeren, B., Steijn, B., Tummers, L. Lankhaar, M., Poerstamper, R. & Beek S. (2014). HRM and its effect on employee, organizational and financial outcomes in health care organizations. *Human Resource Health*, 12(35).
- Walker, B., Carpenter, S., Anderies, J., Abel, N., Cumming, G., Janssen, M., Lebel, L., Norberg, J., Peterson, G. & Pritchard, L. (2002). Resilience management in social-ecological systems: a working hypothesis for a participatory approach. *Conservation Ecology*, 6, 14.
- Xiao, L. & Cao, H. (2017). *Organizational Resilience: The theoretical Model and Research Implication*. ITM Web of conferences. 12. 04021. 10.1051/itmconf/20171204021.