

**HUMAN RESOURCE MANAGEMENT CHALLENGES IN
STAR RATED HOTELS, NAKURU COUNTY KENYA**

BY


CYNTHIA AKINYI OMOGI

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

Signature..... 

Date 5/ 11/ 2021

CYNTHIA AKINYI OMOGI

Registration Number D61/82014/2015

This research project has been submitted for examination with my approval as University Supervisor.

Sign 

Date.....6/11/2021.....

DR. MERCY FLORAH OLUOCH

Lecturer, School of Business, University of Nairobi

DEDICATION

I dedicate this research project to my daughter, who, every day, gives me a renewed meaning of life. This project is a stepping-stone to greater heights and a testament that each one of you can climb the highest mountain.

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It would not have been possible to write this project without the kind people around me. Some are worth a particular mention here. I owe the Almighty God special thanks for granting me good health and success in this project. I am grateful to my family for being a strong and key pillar in my life and always cheering me on in life.

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ABBREVIATIONS AND ACRONYMS

HR	Human Resource
HRM	Human Resource Manager
ICT	Information Communications Technology
IPSOS	Independent Polling System Of Society
NCTA	Nakuru County Tourism Association
NRA	National Restaurant Association
RBV	Resource Based View
SHRM	Strategic Human Resource Management
SME	Small and Medium Enterprise
TRA	Tourism Regulatory Authority
UN	United Nations

ABSTRACT

This study sought to determine the human resource management challenges in star rated hotels in Nakuru County. The objective was to determine the human resource management challenges faced by star rated hotels in Nakuru County and to establish the mitigation measures that have been put in place to overcome the human resource management challenges faced by star rated hotels.

The study adopted a descriptive cross sectional survey design in which all 19 star rated hotels in Nakuru County were studied. Data was collected using a structured questionnaire, descriptive statistics and factor analysis were used to analyse the data.

The study results revealed that resource management challenges faced by the star rated hotels in Nakuru County include; challenges in the training and development of our staff in the different categories, challenges in carrying out performance appraisal exercises and performance management in general, problems in health, safety, and welfare matters for staff and lose trained, skilled and experienced employees due to rampant poaching. The study finally concluded that Mitigation Measures that Have Been Put in Place to Overcome the Human Resource Management Challenges Faced by star rated hotels in Nakuru County include; fostering a new culture of continuous learning amid this pandemic, strategies to attract top talent by providing adequate requirements for the job and the organization, embracing change with grace and ease by training on the hard and soft skills they'll need to cope with the change and creating a quality employee experience by creating an employee experience that's a notch above the competition.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The COVID-19 has grandly shaken all organizations, creating a complex and challenging environment for managers and human resource management (HRM) practitioners, who need to find ingenious solutions to ensure the continuity of their companies and help their employees cope with this extraordinary crisis (Armstrong & Taylor, 2020). COVID-19 is an unprecedented health crisis that has strongly shaken the world, plunging it into great fear and uncertainty. It has heavily impacted economies, societies, employees, and organizations. Strategic agility is required to ensure organizational goals in a time of crisis (Liu & Lee, 2020). Human resource managers are facing challenges as the human resource environmental experiences constants environmental changes. This means that these managers must react by taking advantage of slow but profound modifications like the field, current practices, and general policies in the human resource management, vision, and mission (Major & Machin, 2020).

The hospitality industry has suffered a big blow. They need to prepare and allocate their resources, coordinate the required mechanism, and adequately use the organizational resources and knowledge (Moens, 2020). In this context, the novelty and the complexity of the COVID-19 represent a significant challenge that might compromise the achievement of organizational goals (Robinson, 2021). According to Sterkens, and Weytjens (2020), standard economic models in organizations are mainly trained to use data from a ‘normal

times' perspective. Thus, it is challenging to make predictions related to 'abnormal times.' This might suggest that making predictions related to the company's business, e.g., preparing and allocating resources, might be complex. COVID-19 has generated uncertainty.

Thus, performing strategic planning or implementing the initial one can be challenging for managers and HRM practitioners. In this case, most organizations are not able to provide their employees enough information about their management plan or their intended reactions toward the pandemic (Elsafty & Ragheb, 2020), whereas having clear workplace guidelines during hard times helps to reduce employees' stress and to increase their motivation and confidence (Wong, Ho, Wong, Cheung, & Yeoh, 2020). Elsafty and Ragheb (2020) showed that access to information and the update related to the pandemic is associated significantly with employees' retention. Nonetheless, it might be challenging to achieve it if organizations cannot get this information, especially when they are in a reactive and survival mode due to the novelty of this pandemic. Although challenging, enhancing organizational resilience is crucial to ensure the organization's sustainability in the COVID-19 era (Nguyen, 2021). In fact, despite the uncertainty generated by this pandemic, organizations need to develop innovative practices that can help absorb and face disturbance that threatens their survival (O'Mahony, 2021). According to Lewis (2020), modern human resource managers need to be proficient as the challenges posed by the current business environment are very complex.

This study will mainly be anchored on the human capital theory, which suggests that education or training increases workers' productivity by imparting valuable knowledge and skills, raising workers' future income by increasing their lifetime earnings. The theory

asserts that human capital is a crucial determinant of economic success in all industries (Shultz, 1971). Education increases the productivity and efficiency of workers by increasing levels of cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings (Olaniyan & Okemikinde, 2008). The study is also anchored by the Resource-Based theory developed by Barney (1991). The resource-based theory focuses on an organization's internal resources and how these resources can improve a company's profit margin. Resource-based view theory assesses the Human Resource of the organization and their effect on strategy implementation.

The health crisis caused by the pandemic COVID-19 has been of such magnitude that the drop-off in economic and tourist activity in the hospitality industry generated a financial crisis with consequences that are still difficult to measure (Paul, 2021). The hotel industry in Nakuru Country was not spared. They were also immensely affected by the pandemic; therefore, it is essential to have an adequate recovery strategy geared towards this sector (Kimani, 2020). Hotels are experiencing considerable problems in protecting customers' health and their employees due to failure of implementing strict hygiene standards in the facilities and lack of direct contact between employees. This has forced hotels to incur expenses on strengthening digitization policies and undertaking extensive communication and awareness programs that involve both customers and employees in adopting and complying with the COVID-19 prevention measures (Henry, 2021). James (2019) notes that hotels in Nakuru county have had difficulties achieving sustainability due to a lack of efficient human resource management programs and activities, therefore

without a well-trained and well-prepared labor force, hotels lose the ability to compete both nationally and internationally, resulting in decreased performance.

1.1.1 Human Resource Management

Human resource management is a strategic and comprehensive approach to managing people and workplace culture and environment. According to Armstrong (2018), human resource management is a strategic and coherent approach to managing an organization's most valued assets: people working there who individually and collectively contribute to achieving the organizational objective. Human resource management is a distinctive approach to the management of employees. It seeks to obtain a competitive advantage through the strategic deployment of a highly committed and skilled workforce. Matilu (2010) argues that human resource management means employing people, deploying their capacities, utilizing, maintaining, and compensating their services according to the job and organizational requirements. Human resource management plays a vital role in managing, controlling, developing, and maintaining a workforce that significantly contributes to the existence and profitability of the organization.

According to Mizan (2017), human resource management activities comprise human resource planning such as job analysis, selecting and hiring employees, training and development, compensation and benefit, performance evaluation, and health and safety. Selection is the process of choosing individuals who have the necessary qualifications to perform a particular job well (Anthony, 2016). Selection seeks to eliminate as many unqualified applicants as possible to identify suitable candidates (Aswathappa, 2008). Recruitment is the process of attracting individuals on a timely basis in sufficient numbers

and appropriate qualifications to apply for jobs with an organization (Mondy, 2018). Training and development are organizational activities aimed at bettering the performance of individuals and groups in corporate settings. Training involves providing instruction to develop skills that can be used immediately on the job, while development consists of acquiring knowledge that may be used today or sometime in the future; it is focused on meeting the organization's long-term needs (Anthony et al., 2006). Training provides employees with the knowledge and skills needed for their present jobs (Lewis, 2014).

Dessler (2018) observes that human resource management is the process of acquiring, training, appraising, and compensating employees and attending to their labour relations, health and safety, and fairness concerns. Green (2019) asserts that human resource manager plays a central role in assisting organizations in identifying the organization's demand for the human Resource and devising means to ensure that a sufficient labor supply is available to meet the demand. It is the duty and responsibility of the human resource manager to perform the functions of planning, recruitment, and retaining qualified employees, training and developing a competitive workforce, conducting performance management and compensation. Murambi (2017) observes that human resource management demands thoughtful strategic planning, which requires that the human resource manager understands the organization's objectives and responds innovatively to the dynamics of the environment.

1.1.2 Challenges Facing Human Resource Management

The impact of quality human resources in the hospitality sector has always been a fundamental characteristic in this services-driven industry. As one of the largest industries supporting the Kenyan economy, the industry depends on a sustainable workforce to meet

current and future demands. Attracting and retaining good employees continues to be a challenge, one that is susceptible to political, social, and technological factors that impact the size and characteristics of the industry's human resources.

The tourism and hospitality workforce in Kenya is facing unprecedented challenges. Considering it is a labor-dependent industry heavily reliant on a workforce that can respond to seasonal fluctuations. Recent conversations within the industry continue to highlight the challenges facing the sector. Murray (2016) projected the hospitality industry's potential labor shortage, suggesting that the industry may be unfilled between 2010 and 2035. While Kenya has an available labor force, it certainly impacts the ability of the sector to recruit, and retention has become a significant challenge. Recent statistics show employees' turnover rate in the hospitality sector at 62 percent (NRA, 2014). Unfortunately, with the emergence of the pandemic and the immense effect on the hospitality sector, there are no signs of the turnover rates slowing down. Pearlman and Schaffer (2013) identified three additional problems behind the hospitality industry's high turnover rate. The factors put forward include inadequate supervision, little responsibility, mundane and repetitive jobs, and inadequate compensation. Others have also reported that negative perception of careers in the sector has also contributed to this challenge. The hospitality industry is seen as a place for temporary, front-line employment only, with perceptions of inconsistent employment, lower than average compensation, irregular hours, and employment that lacks real job value (Chikwe, 2009).

Consequently, globalization has had an immense effect on the hospitality industry both negatively and positively. One of the most significant challenges of human resource management today is to create HR Capabilities that increase and sustain organizational

performance amidst market uncertainties. In the hospitality industry, attracting and retaining talent is a core HR capability critical to achieving sustainable business performance. Retaining the employees has become more crucial (James, 2018). Amid the COVID-19, hotels in Kenya have grappled with trends-technological, competition for human resources, and a service society shift. The increased competition for global talents, changes in workforce attitudes, shifts in employer/worker relationship, changing labor laws, absence of occupation health and safety programs, and the high costs of retirement benefits all require the hospitality industry to come up with strategies that can help anticipate possible changes and new requirements for the future and make prior preparations (Kamau, 2020).

The need to invest in the training and development of employees has been underscored by some hotels and human resource managers, emphasizing the importance of people and the skills they possess in enhancing hotel efficiency. Such human resource management concepts as "commitment" to the hotel and the growth in the "quality" movement have led senior management teams to realize the increased importance of training and development (Akinyi, 2017). The management of most hotels does not give the employee work environment prominence. Employees need to balance life with work, and this can be attained if the employer provides an enabling environment where good working conditions are available to employees. An excellent way to help them achieve such balance is to offer flexible work arrangements proven to meet the workforce's diverse needs. Employees expect to be treated fairly and to be recognized for their achievements. Human resource specialists should always play a crucial role in employee relations (Gomez-Mejia, 2019).

According to Kamau (2020), inflexible or non-standard working patterns have become a significant element of the reality of employment in the hospitality industry. All the indications suggest that this challenge is worsening amid the pandemic. Flexible working patterns are widely perceived to offer an effective way of successfully combining home and work commitments and a stepping-stone towards equality of opportunity. Additionally, Eichinger & Ulrich (2017) established that the management style of line managers in most hotels directly affects employee relations since line managers are crucial links to the human resource function and the ones who must orchestrate the specific skills and experiences, personalities, and motives of individuals. Managers also must facilitate the interactions that occur within workgroups. In their role, managers provide direction, encouragement, and authority to evoke desired behaviors.

1.1.3 Star Rated Hotels in Nakuru County

Nakuru County is a cosmopolitan comprising of a population of diverse ethnicities and nationalities. Settlement patterns in the county are influenced by the availability of natural resources, infrastructure, and economic opportunities. According to the Tourism Regulatory Authority classification register, there are 19 star-rated hotels in Nakuru county with more hotels applying for classification. Out of the nineteen, 2 are five star rated, 7 are four star rated, 5 are three star rated and 5 are two star rated. Most of the classified hotels are located in Naivasha, Elementaita and Lake Nakuru National Park. These hotels are mostly lodges and only four are town hotels. Nakuru is a major destination in the country due to the natural sceneries from the Great Rift Valley and the abundant wildlife. Statistics show that 64 percent of visitors that visit the country annually also visit Nakuru (IPSOS, 2014). Furthermore, in 2011, the UNHabitat named the county the fastest growing town in

East and Central Africa. In response to this growth, there has been a rapid growth in the number of hotels in the county and its surrounding environs. The TRA Nakuru regional office had registered over 300 hotels in Nakuru County as of the end of the year 2020 with more hotels under construction in the region. However, just like other counties in the country, the hospitality industry has also suffered from immense challenges, including those brought forward by the Covid-19 pandemic.

According to Kimani (2020) COVID-19, workplace reforms have reduced bed occupancy due to low visitors, thus necessitating employee retrenchment. The transition to remote work culture in hotels has not been seamless as it seems. Before the COVID-19 outbreak, less than 90% of hotels in Nakuru had a remote work program; since it was a service industry, they do not encourage remote working. Now almost all of them are rushing to build remote work strategies. When you have your workers working in an office work environment, you understand their pulse and sensitivity, which helps you immensely tackle the issues. But employees going remote communication routes have been significantly compromised, leaving the managers clueless or less conscious. This has led to many undiscovered problems. HR managers are trying to build seamless ways and strategies to overcome the challenges that it brings.

Hotels in Nakuru have now moved to remote working, and unfortunately, this was not by choice. This is a significant culture change to a lot of businesses that have just happened overnight. The ultimate hotel goal is the productivity of its employees. It becomes challenging to keep the employees engaged when they are working remotely and in a crisis. Internal communication is compromised, and keeping everyone on the same page becomes tough. With remote working, it is difficult to follow a routine and even accept a systematic

workflow. When the teams are cross-functional, you have little power to manage them. Not updating them regularly or not arranging meetings/ sessions can impact their morale significantly (Kimani, 2020).

1.2 Research Problem

Despite emerging challenges facing organizations, human resource management is a vital activity of a firms' strengths and hence the need to procure and retain the required competent employees. Increased human resource management challenges has led to reduction of productivity and performance, decreasing competitiveness, increasing costs and reducing quality in firms. Several firms, including hotel industry, have negated this matter by failing to fully manage or control human resource management challenges which has contributed to unexpected, undesirable results have attracted theoretical and practical experts' attention to the output of human resource management and the main questions involved in managing challenges (Whitaker, 2017). Following the recent pandemic crisis encountered while operating as a business entity, the hotel's human resource management team needs to adapt to the new operating environment to realize its potential in dealing with its challenges (Lorenzi & Riley, 2020). However, Talbot (2018) reports that while hotel human resource management challenges control has been practiced extensively, deep-rooted problems still exist with its implementation, including improving ease to allow easy management of challenges. Thus, a study of the present nature is needed.

Crippled by the pandemic, hotel operations have become increasingly complex (Lorenzi & Riley, 2020). Zopiatis & Constanti (2020) point out that hotels depend heavily on physical human Resources for their sustainability due to their labor-intensive nature. This

dependency dictates that structured and productive investments are made if the employees perform at optimum levels; the pandemic has reduced this ability to zero. Kusluvan (2013) explains that a frail internal labour pool in the hotel industry has contributed to employment characteristics such as high turnover and mediocre remuneration lousy image. The nature of jobs in hotels, such as soft skills profile, is one of the justifications for poor pay and poor working conditions. Eleni (2017) asserts that human resource challenges are complex and problematic because individuals hardly adapt or voluntarily embrace the organization's objectives. As individuals, the employees have needs, aspirations, motivations, desires, and interests that influence their work behavior. Still, unfortunately, these objectives are sometimes in conflict with the corporate goals of the enterprise. Developing capable, motivated, and support workers is essential for humanitarian relief organizations to respond to emergencies. At the heart of every organization, the workforce is central to emergency response.

Gigauri (2020) conducted a study on the influence of COVID-19 on human resources and companies' response in Georgia. The research established that the companies had a challenge of lack of crisis management skills and knowledge. The companies faced difficulties. They were forced to dismiss all employees because of closure; many companies retained employees with unpaid leaves and others kept all or part of employees with salary packages. However, some companies managed to maintain only senior staff with salaries. Recruitment of new staff was also reduced. Most of the companies experienced high turnover. The human resource managers had to deal with the dismissals and reduction of staff caused by the pandemic. The study recommended that companies and HR managers develop crisis management plans, elaborate new policies for remote and

hybrid working systems, and respond to current and future crises. Thathi (2018) studied human resource management challenges in the implementation of enterprise resource planning. The study established that a lack of proper consultation with stakeholders and lack of adequate training on enterprise resource planning to staff reduces employee productivity. Akeyo (2016) studied the challenges managers face in applying performance appraisal in human resource management. The study revealed that managers face several challenges: lack of support from top management and lack of initiative to initiate and implement the appraisal-making exercise results.

A review of the studies cited has highlighted conceptual, methodological, and contextual gaps, indicating an absence of knowledge of the true nature of human resource management challenges. Most studies adopted human resource management practices, used case study designs. They were conducted in different contextual settings, and their findings may not apply specifically to star rated hotels in Nakuru County. To address these gaps, this study sought to address the following question; What are the HRM challenges faced by star rated hotels in Nakuru County?

1.3 Objectives of the Study

The main objective of this research was to establish human resource management challenges in star rated hotels, Nakuru County, Kenya.

- i. To determine the human resource management challenges faced by star rated hotels in Nakuru County.

- ii. To establish the mitigation measures that have been put in place to overcome the human resource management challenges faced by star rated hotels in Nakuru County.

1.4 Value of the Study

Human resource challenges in the business world are inevitable. However, the magnitude of the Covid-19 pandemic has accelerated the traditional HRM. It has created significant challenges for both managers and HR practitioners who were not prepared in terms of information, resources, and competencies to cope with the novelty of the pandemic. However, besides the challenges, the pandemic has exposed the human resource management gap, thereby opening the door to opportunities for organizations to direct their future HRM practices properly. This research provides insight into the future directions of HRM practices, which will help organizations develop intervention plans that will cater to their needs and employees.

This study will benefit various stakeholders. The Ministry of Tourism & wildlife and TRA will learn about the human resource management challenges faced by hotels in Nakuru. One of the mandates of TRA is to monitor and assess tourist activities and services to enhance continuous improvement to the tourism sector. Therefore, identifying these challenges can inform a policy at the national level. NCTA will also benefit from the study by coming up with strategies that will collectively help its members.

Consequently, the study will benefit the hospitality industry in Nakuru County and the country by helping the management identify potential and challenges and devise appropriate means to solve these human resource management issues. Therefore, human

resource managers will be better equipped to deal with the human resources of their organizations. This will ensure short-term stability and long-term viability in the market.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discussed the study's theoretical foundation and reviews the empirical and conceptual literature on human resource management challenges. It was concluded by summarizing the literature and knowledge gaps.

2.2 Theoretical Review

This study was founded on two theories: The human capital theory proposed by Schultz in 1961 and Gary Stanley Becker in 1964 and the resource-based view by Barney (1991).

2.2.1 Human Capital Theory

The human capital theory was proposed by Schultz in 1961 and later developed by Gary Stanley Becker in 1964. The theory was based on Schultz's research on return on investment. The theory suggests that education or training increases workers' productivity by imparting valuable knowledge and skills, thus raising workers' future income by increasing their lifetime earnings. The human capital theory asserts that human capital is a crucial determinant of economic success in all industries. According to Shultz (1971) and

Sakamoto and Powers (1995), the human capital theory rests on assumptions that formal education is highly instrumental and necessary for an improved production capacity of a population. The human capital theory emphasizes how education increases workers' productivity and efficiency by increasing levels of cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings (Olaniyan & Okemakinde, 2008). Human capital, especially education and training, plays a vital role in employee and firm performance (Becker 1993, Mincer 1974). Human resource management has increased interest and commitment towards researching more effective human resource management practices. According to Wright, McMahan, and McWilliams (1994), this increase in responsibility can be seen due to many factors, including developing employee skills, increasing satisfaction, and keeping a competitive advantage over competitors. The increased commitment towards researching more effective HRM practices recognizes the importance of employees (Wright & Boswell, 2002).

The human capital theory argues that formal education determines their earning power. The human capital theory holds that the workforce's critical competencies, skills, knowledge, and abilities contribute to the organization's competitive advantage. It focuses its attention on resourcing, human resource development, and reward strategies and practices. The human capital theory argues that education is an investment because it is believed that it could potentially bestow private and social benefits. The human capital theorists believe that education and earning power are correlated, meaning that the more education one has, the more one can make. The skills, knowledge, and abilities education provides can be transferred to more productivity (Dae-bong, 2009).

Additionally, a more educated, better-trained person can supply a more considerable amount of valuable productive effort than one with less education and training (McConnel et al., 2009). Different levels of education and training contribute to different wages and salaries; the more knowledge, skill, and ability, the more likely to get a better job (Blair, 2012). Organizations invest in human capital via education, training, and health.

According to Becker (1964), human capital can be accumulated in further education, training, migration, and health. Through this, employees gain knowledge, abilities, and skills in different ways. Organizations invest in human capital because they view humans as assets and expect to return what the firm has invested. Individual investment in their training and schooling anticipates that the knowledge and skill will enhance their career advancement. Human capital is a foundational layer of human resource practices involving the training and development of employees. It can be categorized into compensation and benefits, recruitment, job analysis, job rotation, labor relations, well-being, and performance management. According to McConnel et al. (2009), organizations provide only specific training to work with the organization. Still, general training such as English proficiency, administrative works, and typing skills, etc., employees need to gain by themselves.

2.2.2 Resource-Based View

Two developments not as easily predicted have emerged over the past ten years. First, the popularity of the RBV within the human resource management literature as a foundation for both theoretical and empirical examinations has probably far surpassed what anyone expected (McMahan, Virick & Wright, 1999). Second, the applications and implications of

the RBV within the strategy literature have led to increasing convergence between the fields of human resource management (Snell, Shadur & Wright, 2001). The RBV has helped put "people"(or a firm's human resources) on the radar screen within the strategic literature. Concepts such as knowledge (Argote & Ingram, 2000; Grant, 1996, Leibeskind,1996), dynamic capability (Eisenhardt & Martin, 2000; Teece, Pisano & Schuen, 1997), learning organizations (Fiol & Lyles, 1985; Fisher & White, 2000), and leadership (Finkelstein & Hambrick, 1996; Norburn & Birley, 1988; Thomas, 1988) as sources of competitive advantage turn attention toward the intersection of human resource management challenges.

While based on the work of Penrose (1959) and others, Wernerfelt's (1984) articulation of the resource-based view of the firm certainly signified the first coherent statement of the theory. This initial statement of the theory served as the foundation that was extended by others such as Rumelt (1984), Barney (1996), and Dierickx and Cool (1989). However, Barney's (1991) specification of the characteristics necessary for a sustainable competitive advantage seemed to be a seminal article in popularizing the theory within the strategy and other literature. This article noted that rare, valuable, inimitable resources and no substitutable could provide sustainable competitive advantages. With its emphasis on internal firm resources as sources of competitive advantage, the popularity of the RBV in human resource management literature has been no exception. Since Barney's (1991) article outlining the basic theoretical model and criteria for sources of managing challenges, the RBV has become by far, the theory most often used within SHRM, both in the development of theory and the rationale for empirical research (McMahan, Virick & Wright, 1999).

This theory is relevant to this study because it reinforces that employees play a significant role in the success of any organization. RBV in human resource management justifies the need to enhance HR contribution in achieving competitive advantage (Mweru & Muya, 2015). Karami, Analoui & Cusworth (2004) explain that for RBV to work, four principles a firm should follow,1. The company must ensure it has skilled and loyal employees. The hotel must commit to the strategic significance of human resource management to the success of the business. Experts must conduct human resource affairs. Human resource management is fused into business strategy.

2.3 Human Resource Management Challenges

Maingi (2013) carried out a study on the analysis of human resource challenges facing entrepreneurs in Kenya, a case study of ICT SMEs in Nairobi. The study used a descriptive research design; the data was both primaries through questionnaires and secondary drawn from existing literature. The study found out that the job analysis and screening were critical to identifying and matching the individual skills in the recruitment and selection process; the recruitment challenge identified was prohibitive recruitment costs and changing labor market conditions. The primary training and development challenge observed was high and restrictive training costs, change resistance brought about by the training, and difficulty applying the new skills. The study results also showed that the employee retention challenges faced by SME-ICT firms are customer dissatisfaction, loss of valuable knowledge, reduced employee productivity, and high cost of replacing employees.

Namambwe (2012) conducted a study on human resource management challenges among international humanitarian relief organizations in Kenya. The study adopted a descriptive cross-sectional census survey in which all the 60 international humanitarian organizations working in Kenya were studied. The data was collected through a structured questionnaire. Descriptive statistics was used to analyze the data. The study established that attracting the right people for job openings was a significant challenge due to competition. It was also found that the high cost of training employees was a challenge to a firm. The fluctuating foreign exchange and inflation are a challenge to the employee compensation strategy by the organizations. Inadequate medical facilities were a significant challenge to the effective management of the organizations' health and safety, budgetary constraints making it challenging to implement the recommendations of the staff appraisal process in the organizations. Dwindling budgetary allocation earmarked for human Resources has made recruitment and selections complicated were the significant challenges experienced by the organization.

Additionally, the organization also experienced high employee turnover by looking for greener pastures or poaching trained staff by their competitors. The study recommended that organizations use strategic human resource management. Top management should allocate more funds to the human resource department, and organizations should seek more donors to get enough funds for the staffing cost. Anyumba (2015) carried out a study on challenges and practices of human resource management of insurance firms in Kenya. The research established that the insurance companies encountered poor communication of the change to subordinates, negative perception of change, and risk-aversion, i.e., fear of making mistakes or failing to a moderate extent. The study also established that the

insurance companies encountered difficulty identifying and analyzing the core of the problem or the real cause of the problem that necessitates change and organization culture that was not amenable to change to a moderate extent. The study deduced that the insurance companies experienced information overload, i.e., difficulties in distinguishing between relevant data and available data, preference to evaluate existing ideas instead of generating new ideas, lack of ownership of the change by employees, resistance to change, lack of support from senior management and lack of resources to support the change initiatives to a small extent. However, the study did not link the effect of these practices on the performance of the insurance firms.

Change has always been a feature of organizational life. Planned change is a term used to distinguish change that was consciously embarked upon and planned by an organization, as averse to types of change that might come about by accident, impulse, or a force on an organization (Burnes, 2015). Change is the most critical element of successful business management today. Ignoring or trivializing a changing trend can be costly, so managing change teaches managers how to be one step ahead of rivals, set trends, and lead change to survive (Heller, 2018). Ulrich (2017) has indicated that one of the critical roles of human resource professionals is to act as change agents, delivering organizational transformation and culture change. Human Resource has to be fully aware of the reasons why people resist change. Resistance to change occurs when employees refuse to accept that their workplace's social and cultural makeup changes. The bid to maintain a status quo mentality silences new ideas and inhibits progress (James, 2019).

Organizational culture is the shared understanding of employees about how they do things within an organization. It can be defined as the set of essential assumptions that members of

an organization share in common (Pearce and Robinson, 2016). Culture affects how managers behave within the organization and their decisions regarding its relationship with the environment (Green, 2019). According to Thompson and Strickland (2017), many unhealthy cultures result in low performance. These are internal environments that allow influential managers to operate their units autonomously and resist required change, the hostility to change to people who champion new ways of doing things, and the promotion of managers who understand structures, systems, budgets, and controls better than how they know vision, strategies, inspiration and culture building.

Foot and Hook (2018) have noted that equality and diversity are significant issues that affect everyone in the workplace. All employees' current and potential have a right not to be discriminated against unfairly and blocked in their careers for reasons that have nothing to do with their abilities concerning their work. Line managers need to be trained further to understand what the organization aims to gain from diversity and manage people to achieve their full potential. Providing diversity training to everyone might be too costly, but organizations should lay out their expectations to all employees. Armstrong (2018) has noted that human Resources is concerned with playing a significant role in achieving continuous improvement in organizational and individual performance and human resource processes that support that improvement.

The greatest challenge for managers in the hotel industry is to overcome barriers, especially emotional ones, to acceptance of the change. Carefully planning forestalls many problems, but human resource managers will still need to interpret and deal effectively with various forms of resistance (Heller, 2018). Literature on organizational change advocates that employee involvement is crucial to successful change, especially in situations that require

attitudinal and cultural change (Burnes, 2015). Torrington and David (2016) established that there is always a conflict between the employer's need to push for increased output and efficiency and the employee's need to be protected from workplace hazards. The tensions are more varied and more subtle in the twenty-first century, but their concern remains excellent. Health is the concern for good health, and it is physically and mentally well with body and mind in perfect working order; safety is absence from danger and avoidance of injury; Welfare is well-being, and health and safety are both aspects of welfare as they are both critical to the employee's well-being. Reducing accidents and improving occupational ill-health is essential for organizations today, and many are taking an increasing interest in areas such as absenteeism (Foot and Hook, 2018).

Ochuma (2018) argues that human resource management policies and practices require hotels to balance opposing forces or influences. Shifts in demographics and labour force participation have changed the composition of employment in favor of women. Rising levels of education have made workers more aware of their uniqueness and fueled the expectation that hotels should tolerate and even accommodate differences among individuals and groups. The challenge for human resource managers is how to strike a balance between diversity and commonality. Ikama (2017) has noted that managing diversity in organizations is not an easy task; it brings about communication, perception, culture, language, ineffective communication of critical objectives, confusion, lack of teamwork, and low morale.

Another challenge facing most firms in Kenya is employee retention. Having acquired staff with reliable work habits, the challenge for most organizations has always been the retention of such marketable and sought-after human assets. The retention of vital strategic

employees can significantly impact the success or failure of an organization (Baraza, 2018). This problem is particularly acute for the professional service sector like hotels, where the loss of key personnel can affect the hotel's ability to maintain consistency in service delivery. The retention of talented employees increases the reputation and image of the hotel and thus increases selection attractiveness, enhancing a firm's ability to recruit high-performing staff. Employee retention poses particularly acute problems in high contact service industries (Koech, 2018).

2.4 Summary of the Literature Review and Knowledge Gaps

Mbwaya (2015) did a study on strategic human resource management in Kenyan Hotel Industry. The examination distinguished the function of selection, remuneration, evaluation, and training, promoting both individual performance and organizational performance. A survey was utilized to gather information. The study discovered that there is a single standard all-inclusive way to deal with strategic human resource management. Subsequently, its practices continue advancing now and again depending on the internal and external environment adjustments. Notwithstanding, the examination did not distinctly bring out strategic human resource management challenges in the hotel industry, such as executive commitment, continuous planning, and change effort goals and policies.

Habile (2017) carried out a study on human resource management practices on performance in the Kenyan hotel industry. The study sought to establish what hotels in Kenya are adopting extent human resource management practices to boost their performance. A questionnaire was used to collect data. The researcher found that the hotels apply human resource management practices in different Likert scales, with employee

staffing more adopted. Staff development and training were the second highly adopted methods of enhancing performance while encouraging employee involvement in decision-making was minimal. However, the study did not establish proper leadership, communication, stakeholder incorporation, and employee participation during decision-making and implementation.

Ntinyari (2015) carried out a study on the effects of human resource management practices on the performance of supermarkets in Nairobi County in Kenya. The study population comprised four leading supermarkets in Nairobi County. The study established that supermarkets in Nairobi had adopted several human resource management practices to boost performance. These practices include performance management to a considerable extent, encouraging employee involvement in decision-making to a large extent, stakeholder engagement to a moderate degree, and compensation management to the slightest bit. However, the study used a small sample size which did not fully reflect the accurate picture of all supermarkets in Kenya in that supermarket operating in upcountry cannot be compared to those of huge towns and cities.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlined the research design, target population, data collection and data analysis the researcher used to undertake the study.

3.2 Research Design

This study adopted a descriptive cross sectional survey research design to establish hotels' human resource management challenges in star rated hotels in Nakuru County, Kenya. According to Kothari and Garg (2014), this type of research design focuses in collecting answers regarding specific, essential questions. It allowed the researcher to ask questions in multiple formats as per the target audience and the intent of the survey.

3.3 Target Population

The population is a collection of individuals or objects that is the main focus of a scientific inquisition. According to Kothari (2004), the population is the total unit where the study is supposed to be conducted. The research focused on 19 hotels located in Nakuru county. This allowed the researcher to access the much-needed information more quickly and conveniently. According to Tourism Regulatory Authority Classification Register there are 19 star rated hotels licensed to provide services in hospitality in Nakuru County. This study targeted all the 19 star rated hotels that are in operation within Nakuru County (Appendix III).

3.4 Data Collection Techniques

The study used primary data that was gathered through a questionnaire that was administered to nineteen (19) human resource managers drawn from the selected hotels in star rated hotels in Nakuru County. The human resource managers drawn are the key managers of human resource management challenges. The primary data was gathered from the managers of human resource departments as they possess first-hand data (Cooper & Schindler, 2012). The questionnaire had four parts: Section one and two, General information, Section three, human resource management challenges faced by the star rated hotels in Nakuru County, and section four, mitigation measures that have been put in place to overcome the human resource management challenges faced by the Star rated hotels in Nakuru County (Appendix II).

3.5 Data Analysis and Presentation

Once the researcher collected the questionnaires, the filled questionnaires were checked for completeness, coded, and analyzed using both descriptive and inferential statistics. Statistical packages for social sciences (SPSS), an analysis software, was used in data analysis. Under descriptive statistics the researcher used percentages and frequencies. Under inferential statistics factor analysis was used because the researcher wanted to identify the challenges that mostly affected human resource management in Nakuru hotels and the mitigating measure that was mostly applied by the hotels. Analysis was carried out and presented in form of Kaiser-Meyer-Olkin test, Bartlett's test of sphericity, Scree plot and factor loadings. The interpretations were aligned to the study objective and the research question.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents findings from the study that as discussed, corroborated with the literature reviewed in chapter two, and inferences drawn.

4.2 Response Rate

The study's response rate is presented in Table 4.1.

Table 4.1 Response Rate

Responses	Frequency	Percentage
Questionnaires returned	15	78.9
Unreturned questionnaires	4	21.1
Total	19	100.00

Source: Research Data (2021)

A total of 19 questionnaires were distributed, out of which 15 were duly filled and returned, resulting in a response rate of 78.9%. Nachmias and Nachmias (2004), cited in Keraro (2014), argued that survey researchers face a challenge of a low response rate that rarely goes above 50%. They, therefore, contended that a response rate of 50% and above is satisfactory and represents a good basis for data analysis. Based on these findings, the

study's response rate of 78.9% (Table 4.1) was very good and allowed the researcher to proceed with data analysis.

4.3 Demographic information of star rated hotels

This section presents findings of key demographic information of star rated hotels conducted during the research.

4.3.1 Star rating

The study sought to establish the star rating of the star rated hotels. The findings are presented in Table 4.2.

Table 4.2 Star rating

Rating	Frequency	Percent
Five Star	1	6.7
Four Star	5	33.3
Three Star	5	33.3
Two Star	4	26.7
Total	15	100

Source: Research Data (2021)

These results in Table 4.2 indicated that 1 (6.7%) of respondents were five star hotels while 5 (33.3%) were four star hotels, 5(33.3%) were three star hotels and 4 (26.7%) were two star hotels. This was considered a fair distribution as it accommodated the opinions and views from all hotels.

4.3.2 Years of Existence

The study sought to find out the years of existence of the star rated hotels, and on that note, the results were analyzed in Table 4.3.

Table 4.3 Years of Operations

Years of Operations	Frequency	Percent
Less than 5 years	3	16.7
6 -10 years	5	33.3
11 - 15 years	6	41.6
Over 15 years	1	8.3
Total	15	100

Source: Research Data (2021)

From the data displayed in Table 4.3, the majority 6(41.6%) of all probed star rated hotels have been in operation for 11 – 15 years. This implied that the majority of star rated hotels are not new in the county.

4.3.3 Number of Employees

The study sought to find out the number of employees in the star rated hotels. The results are presented in Table 4.4.

Table 4.4 Number of employees

Number of employees	Frequency	Percentage
Less than 30	2	13.3%
31 – 50	4	26.6
51 – 70	7	46.7
Over 70	2	13.3%
Total	15	100.0

Source: Research Data (2021)

The study found that the majority, 7 (46.7%) of the star rated hotels, have employees between 51-70. These results are shown in Table 4.4. Employees are key manpower to any firm (Yang et al., 2006).

4.3.4 Whether the Hotels have a Dedicated Human Resource

The study also sought to know if the hotel had a dedicated human resource. Table 4.5 presents the study results.

Table 4.5 Whether the Hotels have a Dedicated Human Resource

Responses	Frequency	Percentage
Yes	12	83.3

No	3	16.7
Total	15	100

Source: Research Data (2021)

The study findings from Table 4.5 show that the majority, 12(83.3%) of the respondents, indicated a dedicated human resource.

4.3.5 Whether the Hotel have Documented Human Resource Management Challenges

The study also sought to know if the hotel had a documented human resource management challenges. Table 4.6 presents the study results.

Table 4.6 whether the hotel has a Documented Human Resource Management

Responses	Frequency	Percentage
Yes	12	83.3
No	3	16.7
Total	15	100

Source: Research Data (2021)

The study findings from Table 4.5 show that the majority, 12(83.3%) of the respondents, indicated documented human resource management challenges.

4.3.6 Whether the Hotel have Implemented Strategies for Overcoming Human Resource Management Challenges

The study also sought to know if your hotel implemented strategies for overcoming human resource management challenges. Table 4.7 presents the study results.

Table 4.7 Whether the Hotel has Implemented Strategies for Overcoming Human Resource Management Challenges.

Responses	Frequency	Percentage
Yes	10	66.7
No	5	33.3
Total	15	100

Source: Research Data (2021)

The study findings from Table 4.7 show that the majority of 10(66.7%) of the respondents indicated that the hotel had implemented strategies for Overcoming Human Resource Management Challenges.

4.4 Factor Analysis on Human Resource Management Challenges Faced by the Star rated hotels in Nakuru County

Eight items which were initially identified to measure all the constructs in factor analyzed using principal component analysis using varimax rotation method.

Table 4.8 Kaiser-Meyer-Olkin and Variance Results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				.748
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Bartlett's Test of Sphericity	Chi-Square			1829.33
				14
df				
				0.000
Significance				

Items of factors extracted	Eigen Values	% Variance	Total %
Component 1	3.357	16.783	16.783
Component 2	3.164	15.82	32.603

Source: Research Data (2021)

Results in table 4.8 shows a Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy as .748, with Bartlett’s Test of Sphericity showing a significant Chi-Square (χ^2) of 1829.334, $df = 14$, $p = 0.000$. The KMO of .748, with a significant Chi-square indicates that the data was adequate to carry out a factor analysis. The Table 4.8 further indicates the

factor loadings. Results show how all the eight items were clustered into two (2) components. Results show that component one (1) had an eigenvalue of 3.357 explaining variance of 16.78%. This variable was named human resource management challenges after all its four items loaded on it as indicated in Table 4.9. The second component in Table 4.8 indicated eigenvalue of 3.164, with a percentage variance of 15.82%. This variable was named mitigation measures after all its four items loaded

The scree plot (Figure 4.1) shows that the first three factors account for most of the total variability in data (given by the eigenvalues). Figure 4.1 shows that the slope of the curve is clearly leveling off which indicates that all the factors were valid and should be generated for the analysis.

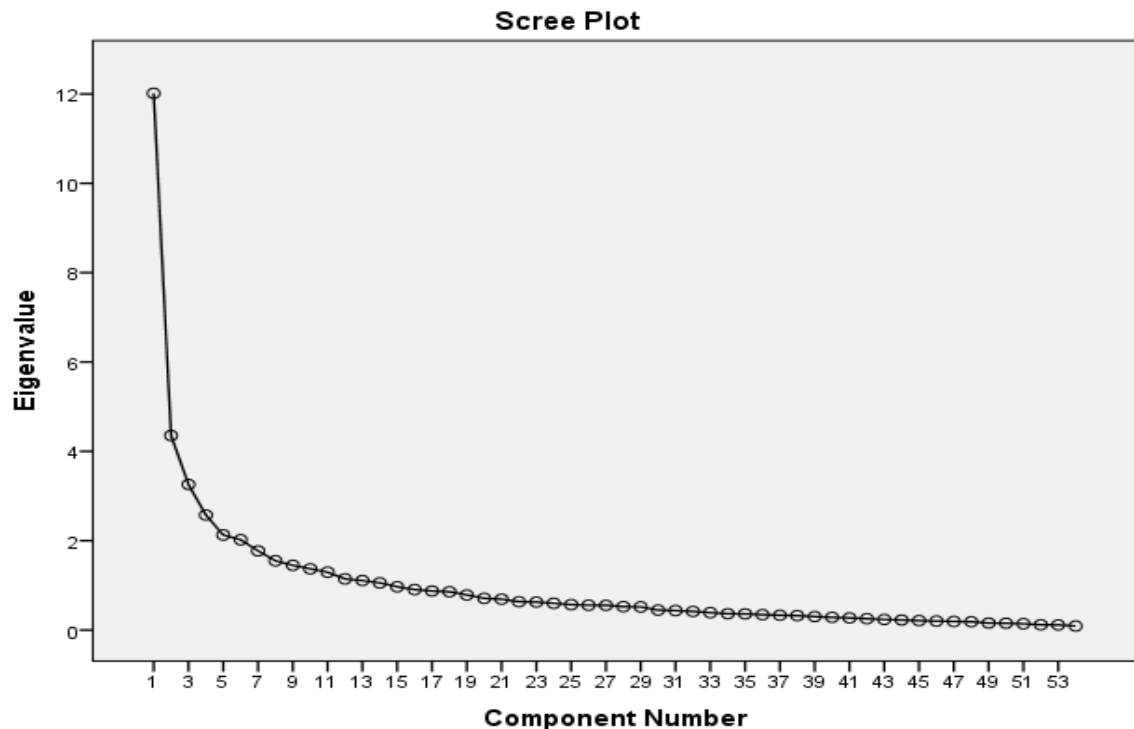


Figure 4.1 Scree Plot

Source: Research Data (2021)

Table 4.9 Factor Loadings of human resource management challenges faced by the star rated hotels in Nakuru County.

Items and their Factor Loadings	1	2
We are facing challenges in the training and development of our staff in the different categories	.840	
We are having challenges in carrying out performance appraisal exercises and performance management in general.	.848	
We are still having problems in health, and welfare matters for staff in the hotel.	.836	
We lose trained, skilled and experienced employees due to rampant poaching.	.771	

Source: Research Data (2021)

The item ‘we are facing challenges in the training and development of our staff in the different categories’ had an average score of .840. The item ‘We are having challenges in carrying out performance appraisal exercises and performance management in general’ had an average score of .848. The item for “We are still having problems in health, and welfare matters for staff in the hotel” had an average score of .836. Those who lose trained, skilled and experienced employees due to rampant poaching had an average score of .771.

It is worth noting that highest and lowest iteration scores for most the items ranged between 0.7 to 0.8 across all iteration methods.

Table 4.10 Factor Loadings for Mitigation Measures That Have Been Put in Place to Overcome the Human Resource Management Challenges Faced by The Star rated hotels in Nakuru County

We are fostering a new culture of continuous learning amid this pandemic.		.634
We have strategies to attract top talent by providing adequate requirements for the job and the organization.		.870
We embrace change with grace and ease by training on the hard and soft skills they'll need to cope with the change.		.833
We create a quality employee experience by creating an employee experience that's a notch above the competition.		.788

Source: Research Data (2021)

The value for “We are fostering a new culture of continuous learning amid this pandemic” was .634. the item “We have strategies to attract top talent by providing adequate requirements for the job and the organization” had an average score of .870. Those who embrace change with grace and ease by training on the hard and soft skills they'll need to cope with the change had an average score of .833. The item ‘We create a quality employee experience by creating an employee experience that’s a notch above the competition’ had

an average score of .788. It is worth noting that highest and lowest iteration scores for most the items ranged between 0.6 to 0.8 across all iteration methods.

4.6 Discussion of Findings

This study endeavored to determine the human resource management challenges in star rated hotels in Nakuru County. The first study objective was to determine the human resource management challenges faced by the star rated hotels in Nakuru County. On whether the Hotels have a Dedicated Human Resource majority of the respondents indicated that they had dedicated human resources. On whether hotels have a documented human resource management majority of the respondents stated that they had a documented human resource management challenges. Also, whether the hotel has Implemented Strategies for Overcoming Human Resource Management Challenges, most respondents indicated that the hotel had Implemented Strategies for Overcoming Human Resource Management Challenges.

The respondents were presented with descriptive statements linking customer value strategy and competitive advantage. The respondents were also presented with two open ended questions. They were required to indicate the extent of agreement with the statements on a 5-point Likert scale. The study results also revealed that resource management challenges faced by the star rated hotels in Nakuru County include; challenges in the training and development of our staff in the different categories and challenges in carrying out performance appraisal exercises had the highest scores of .840 and .848 respectively, followed by problems in health, safety, and welfare matters for staff and lastly lose trained, skilled and experienced employees due to rampant poaching.

The last study objective was to establish mitigation measures to overcome the human resource management challenges faced by star rated hotels in Nakuru County. To achieve this objective, respondents were presented with descriptive statements linking customer value strategy and competitive advantage. They were required to indicate the extent of agreement with the statements on a 5-point Likert scale. The study reveals that Mitigation Measures That Have Been Put in Place to Overcome the Human Resource Management Challenges Faced by The Star rated hotels in Nakuru County include; fostering a new culture of continuous learning amid this pandemic which had the lowest score of .634, strategies to attract top talent by providing adequate requirements for the job and the organization had the highest score of .870, embracing change with grace and ease by training on the hard and soft skills they'll need to cope with the change and creating a quality employee experience by creating an employee experience that's a notch above the competition. The respondents further stated that budgetary constraints, employee compensation and high training costs were also challenges that the hotels were facing. The findings supported the human capital theory, which was proposed by Schultz in 1961 and later developed by Gary Stanley Becker in 1964.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary, conclusions, recommendations, and limitations of the study. This study focused on establishing human resource management challenges in the hotel industry, Nakuru County, Kenya.

5.2 Summary

This study sought to determine the human resource management challenges in star rated hotels in Nakuru County. The first study objective was to determine the human resource management challenges faced by star rated hotels in Nakuru County. On whether the Hotels have a Dedicated Human Resource majority of the respondents indicated that they had dedicated human resources. On whether hotels have a documented human resource management majority of the respondents stated that they had a documented human resource management challenges. Also, whether the hotel has Implemented Strategies for Overcoming Human Resource Management Challenges, most respondents indicated that the hotel had Implemented Strategies for Overcoming Human Resource Management Challenges.

The study results also revealed that resource management challenges faced by the star rated hotels in Nakuru County include; challenges in the training and development of our staff in

the different categories, challenges in carrying out performance appraisal exercises and performance management in general, problems in health, safety, and welfare matters for staff and lose trained, skilled and experienced employees due to rampant poaching. The findings were in support of the resource-based theory (McMahan, Virick & Wright, 1999). The last study objective was to establish mitigation measures to overcome the human resource management challenges faced by star rated hotels in Nakuru County. To achieve this objective, respondents were presented with descriptive statements linking customer value strategy and competitive advantage; they were required to indicate the extent of agreement with the statements on a 5-point Likert scale. The study reveals that Mitigation Measures That Have Been Put in Place to Overcome the Human Resource Management Challenges Faced by the Star rated hotels in Nakuru County include; fostering a new culture of continuous learning amid this pandemic, strategies to attract top talent by providing adequate requirements for the job and the organization, embracing change with grace and ease by training on the hard and soft skills they'll need to cope with the change and creating a quality employee experience by creating an employee experience that's a notch above the competition. The study results concur with Namambwe (2012), who established that attracting the right people for job openings was a significant challenge. It was also found that the high cost of training employees was a challenge to a firm. The fluctuating foreign exchange and inflation are a challenge to the employee compensation strategy by the organizations. Inadequate medical facilities were a significant challenge to the effective management of the organizations' health and safety, budgetary constraints making it challenging to implement the recommendations of the staff appraisal process in the organizations. Dwindling budgetary allocation earmarked for human resources has

made recruitment and selections complicated were the significant challenges experienced by the organization.

5.3 Conclusion

This study sought to determine the human resource management challenges in star rated hotels in Nakuru County. The study concludes that Hotels have a Dedicated Human Resource majority of the respondents indicated that they had dedicated human resources, the hotel has a documented human resource management, and that the hotel has Implemented Strategies for Overcoming Human Resource Management Challenges.

The study also concluded that the human resource management challenges faced by the star rated hotels in Nakuru County include; challenges in the training and development of our staff in the different categories, challenges in carrying out performance appraisal exercises and performance management in general, problems in health, safety, and welfare matters for staff and lose trained, skilled and experienced employees due to rampant poaching

The study finally concluded that Mitigation Measures That Have Been Put in Place to Overcome the Human Resource Management Challenges Faced by star rated hotels in Nakuru County include; fostering a new culture of continuous learning amid this pandemic, strategies to attract top talent by providing adequate requirements for the job and the organization, embracing change with grace and ease by training on the hard and soft skills they'll need to cope with the change and creating a quality employee experience by creating an employee experience that's a notch above the competition .

5.4 Recommendations for Policy and Practice

The study recommends that;

1. Foster a new culture of continuous learning amid this pandemic.
2. Strategize on how to attract top talent by providing adequate requirements for the job and the organization.
3. Embrace change with grace and ease by training on the hard and soft skills they'll need to cope with the change.
4. Create a quality employee experience by creating an employee experience that's a notch above the competition.

5.5 Limitations of the study

The study sought to establish human resource management challenges in star rated hotels in Nakuru County. This limited the study to just one county out of the possible 47 counties in Kenya. This means that the results of this study may not conclusively prove human resource management challenges in the hotel industry across the whole of the other counties.

The study sought to get information from 19 respondents. Only 15 responses were obtained. The non-response rate was 21.1% which might have affected the outcome of the study. The semi-high non-response rate could be attributed to the respondents' lethargy and disinterest in answering the questionnaires. This study sought to determine the human resource management challenges faced by star rated hotels in Nakuru County, to investigate the cause of these challenges facing star rated hotels in Nakuru County, and to

establish the mitigation measures that have been put in place to overcome the human resource management challenges faced by the Star rated hotels in Nakuru County. This limited the scope of the study as many other variables can be used to gauge human resource management challenges in star rated hotels in Nakuru County.

5.6 Suggestions for Further Research

The focus of the study was on star rated hotels in Nakuru County. As earlier mentioned, different counties face different challenges in their hotel industry. Further studies should therefore be carried out in other areas where there are similar hotels for comparison purposes regarding human resource management challenges in star rated hotels. This is to establish any common or unique factors that the hotels share in common.

The framework utilized in this study established human resource management challenges in star rated hotels in Nakuru County, based on only four aspects captured in the research instrument. Researchers can further determine the suitability and effectiveness of this model, especially whether it captures all human resource management challenges in star rated hotels in Nakuru County. This can further stimulate the growth of the frontiers of knowledge concerning human resource management challenges in star rated hotels.

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Appendix I: Letter of Introduction

Omogi Cynthia Akinyi

University of Nairobi

PO Box 825

Kisumu.

20th May 2021.

Dear Sir/ Madam,

RE: REQUEST FOR RESEARCH DATA

I am a student at the University of Nairobi pursuing a master of business administration (MBA) degree. I am currently researching “human resource management challenges in star rated hotels in Nakuru County.” Your hotel has been selected to form part of the study, and I am kindly requesting your honest responses.

Your help in answering the enclosed questionnaire herein is highly appreciated. Please note that your responses will be treated with utmost confidentiality and privacy.

Thank you in advance.

Yours Faithfully,

Cynthia Omogi.

Appendix II: Questionnaire

This research questionnaire is intended to gather information to address the objective of the research on “human resource management challenges in star rated hotels in Nakuru County.”

To this end, I kindly request that you complete the following questionnaire. It should take 5-10 minutes. This questionnaire is for this single research and will not be shared with a third party.

(Please Tick (√) the appropriate box or, where relevant, or specify your answer in the space below.)

SECTION ONE: Demographic information of star rated hotels

1) What is the rating star of the hotel?

Two Star ()

Three Star ()

Four Star ()

Five Star ()

2) How long has the hotel being in existence?

Less than 5 years ()

6 -10 years ()

11 - 15 years ()

Over 15 years ()

3) What is the number of employees in the hotel.

Less than 30 ()

31 – 50 ()

51 – 70 ()

Over 70 ()

SECTION TWO

4) Does your hotel have a dedicated human resource department?

Yes()

No()

5) Does your hotel have a documented human resource management challenges?

Yes()

No()

6) Has your hotel implemented strategies for overcoming human resource management challenges over the last three years?

Yes ()

No()

SECTION THREE: Human Resource Management Challenges Faced by The Star rated hotels in Nakuru County

a) To what extent do you agree with the following statements concerning human resource management challenges faced by the star rated hotels in Nakuru County?

SA – Strongly Agree A – Agree N – Neutral D – Disagree SD – Strongly Disagree

STATEMENTS	SA	A	N	D	SD
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7) We are facing challenges in the training and development of our staff in the different categories					
8) We are having challenges in carrying out performance appraisal exercises and performance management in general.					
9) We are still having problems in health, safety, and welfare matters for staff in the hotel.					
11. We lose trained, skilled and experienced employees due to rampant poaching.					

SECTION FOUR: Mitigation Measures That Have Been Put in Place to Overcome the Human Resource Management Challenges Faced by The Star rated hotels in Nakuru County

b) To what extent do you agree with the following statements concerning mitigation measures that have been put in place to overcome the human resource management challenges faced by the Star rated hotels in Nakuru County?

Fostering a culture of continuous learning

Attracting top talent

Embracing change with grace and ease

Creating a Quality Employee Experience

SA – Strongly Agree A – Agree N – Neutral D – Disagree SD – Strongly Disagree

STATEMENTS	SA	A	N	D	SD
13) We are fostering a new culture of continuous learning amid this pandemic.					
14) We have strategies to attract top talent by providing adequate requirements for the job and the organization.					
15) We embrace change with grace and ease by training on the hard and soft skills they'll need to cope with the change.					
16) We create a quality employee experience by creating an employee experience that's a notch above the competition.					

c) What other factors not mentioned above pose a challenge in your hotels' human resource management?

d) What other mitigation measures not mentioned above has your hotel put in place to address some of these human resource management challenges?

Appendix III: List of Hotels

1. Enashipai Resort and Spa
2. Lake Elementaita Serena Camp
3. Sentrim Elementaita Lodge
4. Lake Naivasha Sopa Resort
5. Lake Naivasha Sawela Lodge
6. Sarova Lion Game Lodge
7. Lake Nakuru Sopa Lodge
8. Naivasha Kongoni Lodge
9. Kabarak University Guest House
10. Sunbird Lodge
11. Hotel Cathay
12. Lake Naivasha Simba Lodge
13. Lake Nakuru Flamingo Lodge
14. Hillcourt Resort and Spa
15. Hotel City Max
16. Chester Hotel
17. Agricultural Resource Centre Hotel
18. Loldia House
19. The Ole-Ken Hotel

Source: Tourism Regulatory Authority Classification Register

