



## **The Role of Human Resources Management in Improving Service Quality and Competitiveness in The Hotel Industry**

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### **Abstract**

In several African countries, the analysis of social performance remains marginalized by both human resources managers and management researchers, particularly in the hospitality sector, where staff are often unjustly criticized for various shortcomings. Effective Human Resource Management (HRM) is essential for enhancing service quality and competitiveness in this industry. This article relies on a study undertaken with the giant Ibis in the hospitality industry. It leverages the concept of 'Organisational Involvement' which emphasizes an employee's emotional and psychological attachment to their role within the organization. We propose a comprehensive typology of hotel staff roles, exploring how different positions from front-line service personnel to managerial staff impact guest experiences. Our analysis highlights the importance of targeted HRM practices, such as tailored training programs, mentorship opportunities, and recognition initiatives, that foster a strong sense of involvement among employees. Moreover, we investigate the dynamic relationship between the knowledge encompassing technical skills, customer service competencies, emotional intelligence and employees' attachment to the organization. By examining the case study from Ibis hotel chain in Africa, we illustrate how investing in employee development can lead to higher levels of engagement, resulting in improved service delivery and guest satisfaction. Ultimately, our study argues that a strategic alignment of HRM practices with the principles of organisational involvement not only enhances individual performance but also cultivates a positive organizational culture. This, in turn, positions hotels to better meet customer expectations and thrive in an increasingly competitive market. Through our findings, we aim to contribute to the discourse on HRM in the hospitality sector, advocating for a holistic approach that values employee well-being as a cornerstone of service excellence.

**Keywords:** Quality management, organisational involvement, employee motivation, organisational culture, customer satisfaction.