

## THE IMPACT OF HUMAN CAPITAL ON ORGANIZATIONAL PERFORMANCE (CASE STUDY) JORDANIAN FIVE-STAR HOTELS

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**Abstract:** The current study aimed to identify the impact of human capital in organizational performance in Jordanian five-star hotels. The descriptive analytical approach was used, and a questionnaire was applied consisting of three parts: the first is the demographic information of the study sample, the second is the human resources management scale consisting of (20) paragraphs, and the third is the organizational performance scale consisting of (15) paragraphs. Its validity and reliability were confirmed. The study population consisted of (6189) employees in five-star hotels in Amman, the sample consisted of (362) employees in five-star hotels in Amman were selecting by stratified sampling due to hotel variable by get back percent (94.3 %) whenever (384) questionnaires was collecting by E-Link, and delay (22) by percent (5.7 %). After collecting the data and conducting the appropriate statistical processing, the study concluded that there is a statistically significant at level ( $\alpha \leq 0.05$ ) effect of human capital in its dimensions (knowledge, skill, experience, and training) on organizational performance with its dimensions (Internal process, Customer satisfaction, learning and development) in Jordanian five-star hotels. Training had the highest effect, then experience, then skill, and finally knowledge. The study proposed a set of recommendations, most notably the need for five-star hotel management to focus on training their human resources and involve them in developing training programs. The need to prioritize organizational performance in five-star hotels, given its significant importance in achieving positive results across hotel services as a whole, and continuously assess the level of human resources to ensure the best customer service at all times.

**Keywords:** Human capital, organizational performance, Jordanian five-star hotels, five-star hotel managements

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### INTRODUCTION

Tourism is an influential economic sector in countries, providing significant economic flows, creating job opportunities, and encouraging growth at the regional and international levels. The tourism sector is also one of the most important sectors that contributes to the growth and positive economic changes in hotels, due to the increase in tourist numbers. Which prompts it to create new job opportunities to strengthen its human capital, which helps improve its organizational performance by employing competent, experienced, and knowledgeable workers in the hotel sector, thus achieving greater profitability and increasing its market value (Hernández, 2019).

Studies and theories have paid significant attention to the development and study of human capital, which began with the emergence of economic and business studies. The first theory to explain human capital dates back to Mincer (1958), followed by the work of Schultz and Becker, who developed this theory; the focus in this theory was on the components of human capital, which are experience, skill, training, and knowledge (Titei, 2020). Organizations make great efforts to complete the internal operations procedures necessary for their success and achievement of their goals. They also continuously strive to improve their performance through strategies and human resources with expertise, knowledge, and skills, in addition to their periodic analysis of their organizational structures to achieve high-quality organizational performance, which enables them to compete strongly in the labor market (Musheke & Phiri, 2021).

The hospitality sector is one of the sectors that relies most heavily on humanitarian services and customer satisfaction. It also requires employees with a positive approach and diverse behaviors and attitudes (Dirani et al., 2020). Considering that the hotel and hospitality sector is an integral part of any country's tourism sector, it is a source of income for countries and improves their economic situation (Bashir, 2020). Despite the dominance of technology in the current era over various sectors, especially the hotel sector, human cadres are indispensable due to their training, knowledge, experience and skills, which are components of human capital in the sectors (Hamadamin & Atan, 2019).

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With the growing importance of service sectors such as tourism and hospitality, which constitute a fundamental part of countries' economies, developing human competencies in these sectors has become a top priority to achieve outstanding organizational performance that meets customer expectations. This is clearly evident in the vital role employees play in providing high-quality services (Tran & Ntim, 2020). From this standpoint, the role of human capital in the hospitality and hotel sector is one of the most important topics that has occupied the managers and heads of these sectors, given the high-quality services they provide that distinguish these sectors (Tang, 2020). The study Elghozail & El Idrissi (2023) recommended that future research should focus on exploring the relationship between human capital and organizational performance in four-star hotels, as it can help the hotel quickly adapt to changes in the environment, anticipate future trends, and encourage employee innovation and a learning culture. A study Kamel & Hassanin (2022) conducted in Egypt also recommended that attention should be paid to employee training, compensation, and rewards, as they have a positive impact on organizational performance. Recent studies, such as Bayle & Clausen (2024) and Salih et al. (2024), indicate that investing in human capital has a direct positive impact on organizational outcomes, as improving employees' skills and developing their knowledge leads to enhanced innovation and increased productivity, which supports the efficient and effective achievement of strategic objectives. In addition, focusing on human resource development contributes to achieving higher levels of organizational commitment, as employees become more capable of facing challenges and achieving tangible accomplishments. Investing in human capital is not limited to improving individual performance, but rather extends its impact to include the entire organizational structure, and for an organization to flourish and improve the quality of its production, it must focus on organizational performance, as this achieves customer satisfaction and enhances employee commitment.

Daniel (2018) adds that the company's design of training workshops that help employees meet their needs in the labor market and carry out their tasks effectively makes them more capable of providing distinguished and high-quality performance, which leads to the development and improvement of its organizational performance, as the more the company trains employees, the more they acquire skills, experiences and knowledge, which are all components of human capital. In addition, the more employees are motivated and trained in all aspects that contribute to achieving the company's goals, the more motivated and diligent they will be, which will make it easier for the company to achieve those goals, succeed, and gain a competitive advantage in the job market. Many scholars and researchers have emphasized the impact of human capital and its dimensions, which include knowledge, skills, experience, and training, on organizational performance, such as: Chen et al., 2020; Gupta et al., 2020; Singh et al., 2021, who indicated that the dimensions and characteristics of human capital have an impact on organizational performance across sectors in general, and the hotel and hospitality sector in particular.

Soelton et al. (2021) defines organizational performance as the cumulative average of employee performance in the company. The relationship between achieving the company's goals and the performance of its employees is a direct relationship. The higher the quality of performance employees provide, the more they help the company achieve its goals and achieve better organizational performance. Guterman (2023) adds a definition to the concept of organizational performance as a combination of productivity and performance, where a company's productivity is measured by the volume and percentage of work completed by the company's employees during a specific period of time.

Many studies, such as Suryanto et al. (2018), have confirmed that organizational performance and the pursuit of improving it are of great importance for managing companies and establishing their infrastructure, while Ali & Haseeb (2019) added to the importance of organizational performance and working to enhance it.

The importance of organizational performance is highlighted as a phenomenon that significantly impacts an organization's infrastructure, impacting its market value, service quality, and productivity (Daniel et al., 2023). Gede & Huluka (2024) emphasizes the role of organizational performance in driving an organization to achieve its goals, as well as contributing to raising the quality of its productivity and making it more effective.

### **Study problem**

The hotel sector is increasingly important in supporting the Jordanian national economy and enhancing the Kingdom's position as an attractive tourist destination regionally and internationally. However, this sector faces challenges related to the quality of organizational performance, which is the cornerstone of achieving competitive excellence and attracting tourists. This challenge is directly linked to the weakness of human capital, a key component of any organization striving to achieve sustainability and innovation. Through the researcher's work within the work environment of five-star hotels in the capital, Amman, he observed a clear deficiency in the level of employee qualifications and training that aligns with market demands and customer needs. This shortcoming is not limited to a lack of the necessary technical and cognitive skills, but also extends to the absence of effective institutional policies aimed at enhancing human capital as a strategic means of achieving outstanding organizational performance.

Based on these observations, the problem of the study is the need to study the impact of human capital on organizational performance in Jordanian five-star hotels, with the aim of analyzing the factors influencing this relationship and providing practical solutions that contribute to raising employee efficiency and improving institutional performance.

### **Study Questions**

This study seeks to understand the impact of human capital, with its dimensions (knowledge, skills, experience, and training), on organizational performance, with its dimensions (internal processes, customer satisfaction, learning and growth), in Jordanian five-star hotels. This study aims to answer the following three questions:

Main Question 1: What is the level of human capital in its dimensions (knowledge, skills, experience, and training) in Jordanian five-star hotels?

Main Question 2: What is the level of organizational performance in its dimensions (internal processes, customer satisfaction, learning and growth) in Jordanian five-star hotels?

Main Question 3: Is there an impact of human capital in its dimensions (knowledge, skill, experience, and training) on organizational performance in its dimensions (internal operations, customer satisfaction, learning and growth) in Jordanian five-star hotels?

**Study Objectives.** The current study aims to:

- Identify the study sample's level of awareness of human capital in Jordanian five-star hotels in terms of (knowledge, skills, experience, and training).
- Identify the study sample's level of awareness of organizational performance in Jordanian five-star hotels in terms of (internal operations, customer satisfaction, learning and growth).
- Exploring the impact of human capital on organizational performance in Jordanian five-star hotels.

**Important of the Study.** The importance of this study is divided into two main aspects:

First: Theoretical Significance

The theoretical importance of the study lies in the theoretical framework it presents regarding the concepts of human capital and its importance in making hotel organizations more efficient and effective, in addition to clarifying the role of employees in improving their ability to solve problems, make sound decisions, and assume responsibilities.

The study also contributes to the theoretical framework of organizational performance concepts and their relationship to human capital. It is expected that this study will enrich academic debate by providing references and recent research that enhance the scientific understanding of the variables studied, thus contributing to the enrichment of the Arab library with vital topics related to the hotel sector. Previous studies indicate a gap in the ability of Jordanian hotel sector employees to meet customer expectations and achieve high levels of organizational performance. For example, a study Al Fahmawee & Jawabreh (2022) conducted in Jordan, confirmed that workers in the hotel sector, especially five-star hotels, lack the required basic competencies, such as practical skills, specialized experience, and in-depth knowledge in the hospitality field, which leads to poor service levels and overall poor performance. A study by Albán & Brazales (2021) recommended focusing on human capital by focusing on graduates of hotel colleges. A study by Mahmoud et al. (2021), conducted in Jordan, also aimed to explore the relationship between human resource management practices (skills, knowledge, and social and personal characteristics) in the hospitality sector and service innovation (creativity embodied in the ability to perform work in order to generate economic value), it recommended the need to provide a suitable internal environment for innovation and creativity in providing hotel services.

Second: Practical Importance

The practical importance of the study lies in providing applied insights into the impact of human capital on organizational performance in Jordanian five-star hotels. The study's findings will help hotel management understand the importance of training and qualifying employees and enhancing their competencies, which will contribute to improving organizational performance and enhancing operational efficiency. The study also highlights the importance of training courses and workshops in improving employee performance, which enhances hotels' competitive advantage, attracts talented employees, and creates a positive work environment that strengthens their ability to attract tourists and retain outstanding human resources. In addition, the study provides practical recommendations for hotel managers regarding employee development and training priorities, which contributes to enhancing human capital and improving organizational performance. These recommendations are based on the study's findings, providing new opportunities for development and innovation in hotel services and contributing to the sustainable improvement of the hotel sector's outcomes in Jordan.

**Main Hypothesis (H01):** There is no significant effect at the level of significance ( $\alpha \leq 0.05$ ) of human capital in its dimensions (knowledge, skill, experience, and training) on organizational performance in its dimensions (internal processes, customer satisfaction, and learning and growth) in Jordanian five-star hotels.

**Study model:** The study consists of two variables: the independent variable, which will be represented by human capital, while the dependent variable will be represented by organizational performance in five-star hotels in the capital Amman Governorate, and this will be explained in Figure (1)\*:

Table 1. References of study variables and dimensions

Variables	Dimensions	References
Human capital	Knowledge	(Sobhi, 2016);(Mahmoud et al., 2021)
	Skill	(Sobhi, 2016); (Alnoor, 2020)
	Experience	(Sobhi, 2016); (Alnoor, 2020)
	Training	(Suwaiti, 2016); (Kamel & Hassanin, 2022) ;(Alnoor, 2020)
Organizational Performance	Internal Operations	(Al-Sayyad & the Sunbani, 2024)
	Customer Satisfaction	
	Learning and Growth	

#### Terms and Procedurally Definitions

**Human capital:** The extent to which employees possess knowledge, skills, experience, competencies, and creativity, and their ability to utilize them within an organization, impacting its flexibility, performance, service quality, and profitability

(Maslyhuri et al., 2024). Procedurally, it is defined as the sum of knowledge, experience and skills possessed by individuals working in five-star hotels in Amman, which enable them to achieve the organization's goals. Human capital in this study is represented by the fields of (knowledge, skill, experience and training) and was measured by questionnaire items from 1-20.

**Knowledge:** The set of knowledge and experiences through which an individual can make decisions that demonstrate their uniqueness. It is the essence of creativity and innovation (Al-Sharbini, 2021). Procedurally, it is defined as the information and knowledge an individual possesses that relate to their work performance in five-star hotels in Amman. It was measured using questionnaire items from 1 to 5.

**Skill:** It is a set of personal and social qualities and tendencies that everyone tends to possess to varying degrees and that are necessary for daily life as much as they are necessary for work. In the field of business, they are technical and professional skills, and they affect decision-making, dealing with problems, recognizing opportunities and managing changes (Ibrahim et al., 2017).

Procedurally, it is defined as the extent to which an employee possesses professional and personal qualities that enable him to master the work he performs in five-star hotels in Amman, and it was measured by questionnaire items from 6 to 10.

**Experience:** is the skills and knowledge acquired through long practice and supported by observation. This experience may result from previous jobs or training, and varies from one person to another according to their readiness and ability to care about the subject of practice (Al-Habib & Abdel Salam, 2012). Procedurally, it is defined as: the skills and knowledge that an individual has acquired through his work in five-star hotels in Amman or through his performance of an activity that affects his reactions, feelings and emotions, and it was measured by questionnaire items 11-15.

**Training:** is the process of educating individuals by imparting theoretical and practical knowledge to them, so that they possess all the necessary skills related to a specific functional or educational field (Basbous, 2015). Sobhi (2016) defines it as a planned and ongoing process designed to provide employees with the skills and knowledge that improve employee performance and increase the effectiveness of the organization.

Procedurally, it is defined as the deliberate, planned and organized process that is implemented to provide individuals with specialized skills and knowledge in five-star hotels in Amman, with the aim of improving their performance and attitudes to raise their level and efficiency to carry out specific tasks, and it was measured by questionnaire items 16-20.

**Organizational performance:** A set of integrated activities undertaken by an organization to achieve its organizational goals, which are highlighted by the development, growth, and improvement of its infrastructure (Brier & Al-Hajj Jaber, 2024). Organizational performance refers to the achievements of the organization at the management, operational, and internal processes levels (Bai, 2024). It is defined procedurally as all organizational and administrative procedures related to work performance in five-star hotels in Amman, including inputs and operations, and was measured by questionnaire items 21-35.

**Internal operations:** These are all the internal operations, activities, and events that distinguish the organization from other business organizations, and through which the desires of customers and owners are met (Ben Yarab, 2018). Procedurally, it refers to the internal procedures and directives required for work in five-star hotels in Amman Governorate. These procedures are implemented by trained human resources and lead to the effective achievement of the organization's objectives. It was measured using questionnaire items 21-25.

**Customer satisfaction:** The activities and procedures undertaken by an organization to satisfy customers' desires and needs and achieve their satisfaction (Al-Khafaji & Yaghi, 2015).

Procedurally, it is defined as the degree of congruence between what the customer wants or expects and the actual service provided in five-star hotels in Amman Governorate. It was measured using questionnaire items 26-30.

**Learning and growth:** The organization's acquisition of knowledge and experience that enhances its competitiveness, transforms new proposals into practice, and acquires positive values, leading to improved individual and collective behavior (Hamza, 2012). Procedurally, it is defined as cognitive development and intentional learning through the performance of required tasks in five-star hotels in Amman Governorate, and was measured using questionnaire items 31-35.

**Study Limits:** Spatial Limits: The study was limited to five-star hotels in the Amman Governorate.

Temporal Limits: The study was limited to the 2024-2025 academic year.

Human Limits: The study was limited to employees and administrators at five-star hotels in the Amman Governorate.

Subject Limits: This study will be limited to human resource management in its dimensions (knowledge, ability, skill, and experience) and organizational performance in its dimensions (internal processes, customer satisfaction, learning and growth) within five-star hotels in Amman. Therefore, the results of this study cannot be generalized outside its subject boundaries.

## METHODOLOGY AND PROCEDURES

### Study Method

The current study relied on the descriptive-analytical approach, which focuses on describing the phenomena or topics under study, then analyzing them thoroughly to understand or explain the events or processes occurring, and studying the relationship between independent and dependent variables to extract the strength of their role in relation to each other.

### Study population and sample

The study population consisted of all employees in five-star hotels in Amman, numbering (23) hotels, with (6,189) male and female employees (according to statistics from the Jordanian Hotel Association, 2024). As for the study sample, (384) questionnaires were collected via an electronic link, (22) of which were deleted, leaving the sample consisting of (362) employees in five-star hotels in Amman Governorate. According to the Krejcie & Morgan (1970) table for selecting samples, a proportional stratified random sample was selected from each hotel in the study population, Table (2) shows this.

Table 2. Frequencies and percentages of the study sample according to the variables of gender, experience, academic qualification, job title and training courses

Variable	Category	Frequencies	Percentages
Gender	Male	195	53.9
	Female	167	46.1
	Total	362	100.0
Experience	Less than 5 years	104	28.7
	From 5 to less than 10 years	170	47.0
	10 years and older	88	24.3
	Total	362	100.0
	Diploma or below	17	4.7
Academic qualification	Bachelor's	216	59.7
	Graduate studies	129	35.6
	Total	362	100.0
Job title	Director	67	18.51
	Deputy or Assistant Director	24	6.63
	Department Head	87	24.03
	Supervisor	17	4.70
	Employee	167	46.13
	Total	362	100.0
Training courses	Guest Service in Hospitality and Tourism	109	30.11
	Human Resource Management in the Hospitality and Tourism Industry	91	25.14
	Hotel Marketing Strategies	84	23.20
	No Training Courses	78	21.55
	Total	362	100.0

**Data collection sources:** Collecting information and data is considered one of the most important steps in scientific research. Therefore, its sources, accuracy, and quality must be verified, as they are used to answer the study's questions and test its hypotheses. In this study, the following sources were used to collect its data: Primary Sources: The primary study data was collected through the study tool, the "questionnaire," which was developed to measure the study's variables and dimensions, drawing on previous studies. Secondary Sources: The researcher reviewed everything related to the study topic contained in Arab and foreign studies, some electronic sources on the internet, and previous related studies.

**Study tool:** The current study relied on a questionnaire as a study tool, which includes three main sections: demographic variables: gender, experience, academic qualification, job title, and training courses. Independent variable: human capital, which includes (20) paragraphs distributed over four dimensions: (knowledge, skill, experience, and training), with (5) paragraphs for each dimension. The following studies were used in selecting the paragraphs: (Sobhi, 2016; Alnoor, 2020; Kamel & Hassannin, 2022; Mahmoud, et al., 2021). Dependent variable: Organizational performance, which includes (15) paragraphs distributed across three dimensions: (internal operations, customer satisfaction, and learning and growth), with (5) paragraphs for each dimension. The study of (Al-Sayyad & Al-Sanbani, 2024) was used in preparing the paragraphs.

Note that a five-point Likert scale was used to answer the paragraphs, i.e., scores were assigned from (5-1) according to the degree of agreement with all questionnaire paragraphs (very high agreement - very low agreement).

**Instrument validity:** The questionnaire's ability to accurately measure the objectives it seeks to achieve has been verified, or the questionnaire's paragraphs have been verified to be able to measure and infer the dimensions they are supposed to measure through validity procedures, which include two types: face validity: The researchers presented the research tool, the questionnaire, in its initial form to a group of academic arbitrators with experience and specialization in the field of management and hotels, and asked them to express their opinion on developing some paragraphs of the questionnaire, in terms of the extent to which the paragraphs were appropriate to the subject of the current study and the degree of their validity in revealing the information required to enrich the study. Whether in terms of the relevance of the paragraphs to the axes under which they fall, their opinions were taken into account and some phrases were modified according to what they saw as appropriate, so that the tool became composed of (5) paragraphs for each dimension of the two scales, and of high reliability for measuring the objectives of the study and producing it in its final form.

**Constructive validity:** The extent to which the objectives that the questionnaire seeks to achieve were achieved was measured by applying it to a survey sample consisting of (25) employees in five-star hotels in Amman, and extracting the correlation coefficients between the paragraphs and the field to which they belong in the two scales: Human capital includes: (knowledge, ability, skill, and experience), and organizational performance includes the areas of (internal operations, customer satisfaction, and learning and growth). The tables below illustrate this. It appears from Table (3) that the correlation coefficients between the items of the fields and the total score for each field ranged between (0.581-0.875), and all of them are statistically significant at the significance level ( $\alpha \leq 0.01$ ), which are high and acceptable correlation coefficients for the purposes of applying the study tool. It appears from Table (4) that the correlation coefficients between the paragraphs of the fields and the total score for each field ranged between (0.643-0.880), and all of them are statistically significant at the significance level ( $\alpha \leq 0.01$ ), and they are acceptable correlation coefficients for the purposes of applying the study tool.

Table 3. Correlation coefficient values between each paragraph of the human capital scale and the total score of the field (n=25) \*\* Correlation coefficients at the significance level ( $\alpha \leq 0.01$ )

No	Training	Experience	Skill	Knowledge
1	.764**	.638**	.643**	.645**
2	.875**	.743**	.758**	.603**
3	.838**	.543**	.785**	.737**
4	.736**	.787**	.714**	.763**
5	.837**	.581**	.724**	.712**

Table 4. Correlation coefficient values between each item of the organizational performance scale and the total score for the field (n=25) \*\* Correlation coefficients at the significance level ( $\alpha \leq 0.01$ )

No	Learning and Growth	Customer Satisfaction	Internal Operations
1	.920**	.782**	.812**
2	.869**	.873**	.854**
3	.880**	.886**	.764**
4	.861**	.845**	.757**
5	.758**	.643**	.661**

**Internal consistency:** Consistency was measured by Cronbach's Alpha coefficient, and the study tool is judged to be stable, such that a score of more than (0.70) is adopted for acceptable consistency according to what was stated in (Sekran, 2010), and Table (5) shows that. Table (5) shows the results of Cronbach's Alpha coefficients to reveal the stability coefficients of the study tool's axes, which ranged between (0.93-0.94). The Cronbach's Alpha coefficient for the tool as a whole reached (0.96), which is a high and acceptable consistency coefficient for the application of the purposes of this study.

Table 5. Cronbach Alpha' coefficients for the study axes and the tool as a whole

No	Variable	Cronbach Alpha'	Item Number
1	Human Capital	0.93	20
2	Organizational Performance	0.94	15
	Total	0.96	47

#### Statistical methods used in data analysis:

The researchers relied on the statistical analysis program (SPSS) to analyze the data, using descriptive statistics: frequencies, percentages, arithmetic means, standard deviations, and Cronbach's alpha coefficients to ensure the reliability or stability of the study tool. And to verify the extent of its internal consistency. The Variance Inflation Factor (VIF) test and the Tolerance test were also applied to confirm the independence of the independent variables from each other and the absence of the problem of autocorrelation for the purposes of applying multiple regression analysis, and the Klomgorov-Simirnov normal distribution test. And extracting the correlation coefficients matrix between the independent and dependent study variables to determine the strength of the correlation between them, and the extent of the relationship between the dimensions of human capital and the dimensions of organizational performance in Jordanian five-star hotels. Multiple regression analysis was applied to reveal the impact of human capital in its four dimensions on each dimension of organizational performance in Jordanian five-star hotels, and it was applied to test each of the study's hypotheses.

#### Presentation and Discussion of Study Results

The following presents and discusses the results based on the study questions and hypotheses.

The first main question: What is the level of human capital in its dimensions (knowledge, skills, experience, and training) in Jordanian five-star hotels? To answer this question, the means and standard deviations of the human capital scale domains, and the total score of the scale, were extracted, as shown in the following table. Table (6) shows the arithmetic means and standard deviations of the human capital scale in Jordanian five-star hotels, where the field of "experience" came with the highest mean (4.27) and a standard deviation of (0.47), the score was very high. Then came the field of knowledge with mean (4.24) and a standard deviation (0.54), by a very high score. Then came the field of skill with mean (4.21) and a standard deviation (0.51). Finally, the field of "training" came with the lowest mean (4.02) and a standard deviation of (0.58), by high score. The total score for the human capital scale in Jordanian five-star hotels came with mean (4.185) and a standard deviation of (0.43), by high score.

The second main question: What is the level of organizational performance across its dimensions (internal operations, customer satisfaction, learning and growth) in Jordanian five-star hotels? To answer this question, the arithmetic means and standard deviations for the organizational performance scale domains, as well as the overall score for the scale, were extracted, as shown in the following table. Table (7) shows the arithmetic means and standard deviations of the organizational performance scale in Jordanian five-star hotels, where the field of "learning and growth" came with the highest arithmetic mean (4.15) and a standard deviation of (0.62) and a high degree, then came the field of internal operations with an arithmetic mean (4.12) and a standard deviation (0.61) with a high degree. While the field of "customer satisfaction" had the lowest mean (4.03) and a standard deviation of (0.59), with high score. The overall score for organizational performance in Jordanian five-star hotels had mean of (4.10) and a standard deviation of (0.54), with high.

The third main question: Is there an impact of human capital in its dimensions (knowledge, skill, experience, and training) on organizational performance in its dimensions (internal operations, customer satisfaction, learning and growth) in Jordanian five-star hotels?

Table 6. Means and standard deviations of the human capital scale fields in Jordanian five-star hotels, and the total score of the scale (n=362)

No	Axis	Mean	Stan.dev	Degree
1	Knowledge	4.24	0.54	Very high
2	Skill	4.21	0.51	Very high
3	Experience	4.27	0.47	Very high
4	Training	4.02	0.58	Very high
Total human capital scale		4.185	0.43	Very high

Table 7. means and standard deviations of the organizational performance scale domains in Jordanian five-star hotels, and the total score of the scale (n=362)

No	Axis	Mean	Stan.dev	Degree	Rnak
1	Internal Operations	4.12	0.61	Very high	2
2	Customer Satisfaction	4.03	0.59	Very high	3
3	Learning and Growth	4.15	0.62	Very high	1
Total organizational performance score		4.10	0.54	Very high	

## RESULTS RELATED TO TESTING THE STUDY'S HYPOTHESES

This section presents the results of testing the study's hypothesis. Multiple linear regression analysis was applied to test the main hypothesis. However, before beginning the regression analysis, it is necessary to ensure that the data are homogeneous in their variances, and to check the normal distribution of the data using the Kromgorov-Simirnov test. Homogeneity of variance and normal distribution test: To confirm the independence of the independent variables from each other and the absence of the problem of autocorrelation, the variance inflation factor (VIF) test and the tolerance test were conducted, which are used in many studies. It is necessary for the variance inflation values to be less than (10), and the tolerance values to be greater than (0.05). The results of the homogeneity of variance for the independent variable, human capital, with its dimensions (knowledge, skill, experience, and training), were confirmed by applying the Tolerance test and the Variance Inflationary Factor (VIF) test. Table (8) shows this. Table (8) above shows that the value of the variance inflation factor (VIF) for all independent variables is less than 10 and the values of tolerance are more than (0.05). This indicates the homogeneity of variance in the dimensions of the human capital scale (knowledge, skill, experience, and training), and thus the validity of the data, which means the possibility of applying regression analysis and trusting the results. It is noted from the above that the data are suitable for multiple linear regression analysis, as it was shown that there are no problems of self-correlation between the independent variables, and thus the possibility of continuing to test the hypotheses, and knowing the impact of human capital in its dimensions (knowledge, skill, experience, and training) on organizational performance in its dimensions (internal operations, customer satisfaction, and learning and growth) in Jordanian five-star hotels. Table (9) shows that all (Z) values are not statistically significant at the significance level of 0.05, indicating that the data are subject to normal distribution.

Table 8. Values of the tolerance test and the variance inflation factor (VIF)

Indepenfent variable	Tolerance	VIF
Knowledge	.539	1.856
Skill	.467	2.140
Experience	.457	2.189
Training	.512	1.952

Table 9. Results of the normal distribution of the study variables' data (Kromgorov-Simirnov test)

	Variables	Negative		Positive		Z value	Sig.
		Knowledge	Skill	Experience	Training		
The human capital	Knowledge	-0.265	0.367	1.436	0.084		
	Skill	-0.147	0.122	1.593	0.066		
	Experience	-0.095	0.085	0.675	0.542		
	Training	-0.225	0.205	0.962	0.377		
The organizational performance	Internal Operations	-0.078	0.082	0.442	0.721		
	Customer Satisfaction	-0.202	0.194	0.875	0.443		
	Learning and Growth	-0.201	0.197	0.592	0.626		

Table 10. Results of Pearson's correlation coefficient between the dimensions of human capital and the dimensions of organizational performance in Jordanian five-star hotels (n=362)

Variables	Learning and Growth		Customer Satisfaction		Internal Operations		The organizational performance	
	Corre.	Sig.	Corre.	Sig.	Corre.	Sig.	Corre.	Sig.
Knowledge	.552**	.000	.466**	.000	.432**	.000	.542**	.000
Skill	.616**	.000	.470**	.000	.473**	.000	.583**	.000
Experience	.607**	.000	.582**	.000	.586**	.000	.662**	.000
Training	.566**	.000	.605**	.000	.597**	.000	.659**	.000
The human capital	.705**	.000	.642**	.000	.630**	.000	.738**	.000

Correlation coefficient matrix between variables: The Pearson correlation coefficient was extracted between the independent and dependent variables of the study to determine the strength of the relationship between them. The table

below illustrates the relationship between the dimensions of human capital and the dimensions of organizational performance in Jordanian five-star hotels. Table (10) shows that there is a positive and statistically significant relationship between the total score of human capital and the total score of organizational performance and between all dimensions in each of them, as the total Pearson correlation coefficient between the total score of human capital and the total score of organizational performance reached (0.738), with a statistical significance of (0.000). This indicates that the higher the level of human capital, the higher the level of organizational performance in Jordanian five-star hotels.

The main hypothesis (H01): There is no effect of human capital in its dimensions (knowledge, skill, experience, and training) on organizational performance in its dimensions (internal processes, customer satisfaction, and learning and growth) in Jordanian five-star hotels? To test this hypothesis and answer the third question, multiple regression analysis was applied, and the following table illustrates this. It is clear from Table (11) that there is a statistically significant effect of human capital in its dimensions (knowledge, skill, experience, and training) on organizational performance in Jordanian five-star hotels, as the value of F reached (114.059) with a statistical significance of (0.000), and the value of the correlation coefficient R reached (0.749), which is a high and statistically significant correlation coefficient, between the independent variables, which are the dimensions of human capital, with the dependent variable "organizational performance". This indicates a strong relationship between the dimensions of human capital and organizational performance.

Table 11. Results of the multiple linear regression analysis to reveal the impact of human capital dimensions on organizational performance in Jordanian five-star hotels (\*Dependent variable: organizational performance)

Independent Variables	t .	Sig.	βeta	R	R <sup>2</sup>	F <small>فـ</small>	Sig	D-W	Hypothesis result
Knowledge	2.777	.006	.133	.749	.561	114.059	.000	1.931	Rejected
Skill	2.907	.004	.149						
Experience	5.585	.000	.290						
Training	6.509	.000	.319						

The R<sup>2</sup> value was (0.561), which represents the percentage of explanation for the differences in the dependent variable "organizational performance" resulting from changes in the dimensions of human capital (knowledge, skill, experience, training). The table shows that the value of (βeta) in each dimension of human capital that affected organizational performance was as follows: It was found that the training dimension had the greatest effect among the dimensions of human capital on the dependent variable (organizational performance). The effect reached a value of βeta coefficient (0.319), which means that raising one unit of training increases the level of organizational performance by (31.9%), and the value of t strengthens this effect, as it reached (6.509) with a statistical significance of (0.000). It comes in second place after experience, as the value of βeta coefficient reached (0.290), which means that raising one unit of experience increases the level of organizational performance by (29%). This effect is reinforced by the t-value, which reached 5.585, with a statistical significance of 0.000. It ranked third after skill, with a beta coefficient value of 0.149, representing an impact of 14.4%. It ranked fourth after knowledge, with a beta coefficient value of 0.133, representing an impact of 13.3%

Based on what is stated in Table (11), the main hypothesis is rejected, which states: There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of human capital in its dimensions (knowledge, skill, experience, and training) on organizational performance in its dimensions (internal operations, customer satisfaction, and learning and growth) in Jordanian five-star hotels. The alternative hypothesis is accepted, which states: "There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of human capital in its dimensions (knowledge, skill, experience, and training) on organizational performance in Jordanian five-star hotels." This indicates that training has the greatest impact on organizational performance, as Al-Samawi (2014) indicates that training is of great importance in the field of providing individuals with new skills, experiences and knowledge that contribute to raising their efficiency and effectiveness. It is also necessary to obtain information and data that individuals lack, suitable trends for work and appropriate skills, and training provides appropriate behavioral patterns.

In addition to the habits necessary to increase performance efficiency. Daniel (2018) adds that the company's design of training workshops that help employees meet their needs in the job market and carry out their tasks effectively makes them more capable of delivering outstanding, high-quality performance. Which leads to the development and improvement of its organizational performance. One of the most prominent types of training is behavioral training, which aims to modify and change behaviors or alter employees' perspectives and attitudes toward performance. Then came the field of expertise in influencing organizational performance, as it is easily indicated Najm (2017) that human resources management participates in finding and creating expertise within the organizations in which it works through training, development, and flexible feeding of performance evaluation and selection systems, etc.

By attracting distinguished skills and competencies to work within the organization, it can be said that human resources management supports the presence of a distinguished intellectual capital of experts and innovators to work within the organization. Human resources management also contributes to building the organization's culture, which in turn contributes to the transfer of expertise and the flow of knowledge to employees. Finally, the areas of skill and knowledge came, Donate & Pablo (2015) indicated that human resource management practices affect the knowledge, abilities and skills of employees, which is known as knowledge acquisition in knowledge management processes. Also, effective communication between employees leads to the interpretation and generation of information, which is known as the generation of knowledge and skill. In addition, knowledge-based human resource management practices refer to those processes that are designed to enhance the acquisition, generation, sharing, and application of knowledge to achieve skill.

## Recommendations

Based on the findings, the study recommends the following:

- Five-star hotel managements should develop training programs to train their human resources, and involve them in developing plans and procedures for implementing these programs to keep pace with developments in the global hospitality industry.
- Providing adequate incentives for highly skilled and experienced employees to perform their work in Jordanian hotels.
- Working to attract employees with the appropriate knowledge, training, and experience from hotel management.
- The need to prioritize organizational performance in five-star hotels, given its significant importance in achieving positive results across hotel services as a whole.
- Continuously assessing the level of human resources to ensure the best customer service at all times.

## Suggestions for future studies:

- Conduct a study to assess the level of training needs of employees in five-star hotels in Jordan.
- Conduct a study by five-star hotel management to examine customer satisfaction levels, their needs, and everything related to hospitality services, and follow up on customer complaints.
- Conducting a study by Jordanian hotel managements on waste levels and improving investment rates of available resources and energies.
- Conducting studies on the role of mediating variables in the relationship between human capital and organizational performance, such as employee satisfaction, incentives, change management, information technology, and modern technologies.

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