

ISO 10015 Adoption as a Driver for Better Employees' Performance: Implications for Organizational Excellence in Egyptian Tourism and Hospitality industry

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ABSTRACT

Nowadays with the global competitive environment around the world is forcing the Tourism and Hospitality firms to search for new sustainable strategies to distinguish itself from its competitors. One of the core directions in this context is ISO 10015 that could improve and develop the employees' capabilities and enterprises' to stay competitive. The main aim of this research is to investigate the extent of adopting international training standards (ISO10015) and its impact on organizational excellence through improving employees' performance in Egyptian resorts and tourism companies. Therefore, this research focuses on the following six stages analyzing performance problems, defining training needs, designing and planning training, providing for the training, evaluating training outcomes, monitoring and improving as primary motives for improving and guarantee employees' performance and organizational excellence. The research is based on a quantitative method to reach its aim. The range of this research is limited to all managers of human resources and training at five-star resorts and tourism agencies (Category A) in Hurghada City in Egypt which accounted to 23 hotels and 63 tourism agencies according to (EHA, 2018) and (ETAA, 2018). Data collection was carried out during the period from October to December 2020. The research model that employed structural equation modeling was evaluated. This research finding revealed (1) the adoption of ISO 10015 training phases has a significant positive impact on improving employees' performance; (2) improved employees' performance also has a significant positive impact on organizational excellence. Therefore, human resources and training managers will have important insights on how to enhance develop and manage employees' performance thus achieving organizational excellence in the Egyptian tourism and hospitality sector by adopting ISO 10015 training.

Keywords: ISO 10015, Employees' Performance, Resorts, Tourism agencies, Hurghada, Egypt.

INTRODUCTION

Camisón and Forés, (2015) agreed with Evans, (2016) that worldwide changes in markets, technology, innovation, and customers and other stakeholder requirements affected directly or indirectly the excellence of service organizations, their strategic goals and the performance of their employees (Galbreath, 2005; Fraj et al., 2015). In addition to this, these changes lead service organizations (such as hotels, restaurants, travel agencies, etc.) to analyze their competence-related and efficiency needs. Thus, international training standards ISO10015 can be introduced as an effective tool for addressing these needs (Verreynne et al., 2016).

Falola et al., (2014) stated that untrained employees will be after a time in a state of lack of efficiency which leads to customer dissatisfaction, and increased cost or causing risks to the organization regardless of how hard it try (Lin et al., 2010). Alao, (2010) and Tahir et al., (2014) confirmed that human resources are the greatest and most asset of any organization where plays a crucial role in an organization sustained success and excellence. Therefore, many hotels, travel agencies, and other tourist firms focus on good education and training for employees to improve and develop their capabilities and enterprises' Excellence (Tsai et al., 2009; Khanfar, 2011; Cheraghalizadeh and Tumer, 2017). Whereas, one of the core strategic goals of enterprises is to achieve excellence performance and this can be facilitated by increasing the productivity of human resources (Pantouvakis and Kafetzopoulos, 2013; Kipsegerwo et al., 2016). Moreover, it is evident that investing in training and learning improves human resource performance (Greco et al., 2013; Ferreira et al., 2018).

Flynn et al., (2014) asserted that quality management principles adopting that underpin the ISO 10015 model is one of strategic decision for the tourism and hospitality firms as it could help to enhance overall performance and give a basis for sustainable development initiatives and organizational excellence (Hayes and Ninemeier, 2009; Rao, 2016; Huang et al., 2017).

Dessler, (2011) indicated that undoubtedly diversity among employees have different training requirements. Thus, continuous setting the training and educational programs and assessing their effectiveness are an essential and important process for an organization (Salem and Abdien, 2017). Also, due to the need for a suitable and good tool to ensure training quality, ISO 10015 was developed to determine and translate training requirements into specific training items by supplying a well-defined training system (Wang and Wu, 2009; Lin et al., 2010). Therefore, ISO 10015 standard accreditation could be determined and chosen as an important strategy and is very essential for every organization to increase, improve and develop the performance of human capital quality as well as the improvement of organization's excellence to remain competitive (Alareefi et al., 2019; Nair and Sinha, 2009). There is no doubt that the efficiency and effectiveness of employees'

performance is one of the main strategic objectives of every tourism and hospitality organization, as it is one of the most important basic indicators of the success and distinction of those organizations. Thus, the enhancing and promoted performance depends on implementation of the best training methods. Hence, the research problem is to identify the most important gaps, and weaknesses for the level of performance between the current and desired through the study and analysis of ISO 10015 training phases. Eventually, this research attempts to over pass these gaps by investigating the extent of adopting international training standards (ISO10015) and its impact on organizational excellence through improving employees' performance in five-star resorts and tourism agencies (Category A) in Hurghada.

LITERATURE REVIEW

International Training Standard of ISO10015

Camisión and Monfort, (2012) reported that as a result of recent fluctuation and changes in markets, various customers' requirements in addition to the global technological revolution that has become a vital and integral part of every industry, all these factors forced tourism and hospitality operations to become more competitive, and motived them. ISO 10015 standard plays an important and pivotal role for improving performance and providing basis for sustainable development initiatives and organizational excellence by giving a well-defined training system (Nair and Sinha, 2009; Wang and Wu, 2009; Senaratne and Gunarathne, 2017). Salem and Abdien, (2017) agreed with Kirkpatrick et al., (2010) that training is “ a *continual planned and systematic process through which an individual gain and acquires the knowledge, skills and abilities required to perform a specific task in order to achieve the strategic objectives of the organization*” (Alao,2010; Falola et al., 2014,p162). While, international training standard of ISO10015 can be defined as “ *statement for ensuring the education and training courses quality, and it is considered a separate technical specification to help organizations controlling and managing training programs and systems, as well as being a tool for strategic management of human capital development* ” (Wang and Wu, 2007; Asgari and Maddahi, 2013, p505). Therefore, the use of ISO 10015 lead to more effective training programs and this adoption might have implications on management perspectives of training as strategic tool for achieving organization excellence by having well- trained and competent labor (Saner and Yiu, 2003a; Huang et al., 2017).

Training Cycle of ISO 10015

Wang and Wu, (2009) mentioned that ISO 10015 standard model give each organization the opportunity to easily scheme, audit, monitor, assess and examine the effectiveness of its training courses by having a training system. Thus, ISO 10015 implementation is considered an important tool and necessary for every tourist operation to improve and develop the quality of

human capital performance and to improve the organization's excellence to stay competitive (Lin et al., 2010; Hernandez-Perlines et al., 2019). ISO 10015 standard defined training as a six-phase process as shown in the following figure.

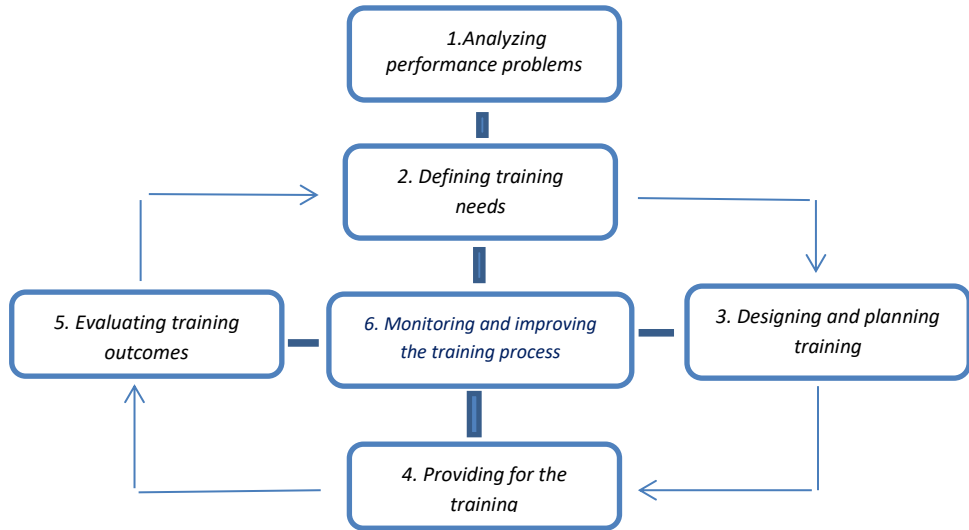


Figure 1: ISO 10015 Training Cycle (Source: Lin et al., 2010)

Assaf and Barros, (2011) and Jacobs, (2007) explained that defining and analyzing problems of performance is considered the first step of using ISO 10015 standard which includes both the documentation of the strategic issues, and tourism and hospitality enterprises' priorities, the study of current problems of labor performance, or current strategic orientation and changes in context of operations (Al-Ababneh, 2015). Then, determine the desired performance after that recognizing and identifying the causes of the performance gaps. In addition to indicate and suggest the most probable solutions to address the performance gaps. Finally, setting a report of performance analysis that contains all the above mentioned (Berntal, 2004; and Lin et al., 2010).

Yiu and Saner, (2005) said that the second phase of ISO 10015 training cycle is to examine the tourist organizations present and expected needs and wants in the issue of staff competence by determining the competence/skills required for each task, assessing employees' competences to perform this task, ensuring that the required training is directed towards meeting tourist organization's needs and wants, and setting plans to solve and close any competence gaps that may exist (Hayes and Ninemeier, 2009; Hoque, 2013; Alareefi et al., 2019). Also, these plans could be found through good training courses or other actions of tourist firms, such as redesigning their processes, or recruitment of fully trained/skilled personnel, improving and developing

other resources, or through job rotation and modifying work procedures (Pantouvakis and Kafetzopoulos 2013).

Asgari and Maddahi, (2013) explained that training designing and planning is considered the third step of ISO 10015 training cycle in which should determine and list the training programs hindrances such as requirements imposed by tourism and hospitality firms and local laws, the individual's ability to be trained, availability of internal resources and capabilities (Huang et al., 2017). Thence, all constraints used for choosing of training technique, procedures, improving & development of training plan specifications (Nair and Sinha, 2009). Saner and Yiu, (2003b) emphasized that these specifications of training plan should create a clear understanding of the organization's needs and wants, the training requirements, and the training goals that determine the level of trainees' ability as a result of the training, and what they could achieve. Rogala & Wawak, (2015) mentioned that choosing internal or external trainer has to depend on sifting before being chosen to give the training. This examination should depend on the specifications of training plan and the determined hindrances. In addition, the selection should be documented in a formal contract that defines the roles and responsibilities for the training process (Yiu and Saner, 2005; and Wang and Wu, 2009). Alao, (2010) ensured that trainer in the fourth phase of ISO 10015 training cycle is responsible to carry out all activities determined in the training plan specification. Falola et al., (2014) cleared that the tourism and hospitality firms role in the training process implicates supporting both the trainer and the trainee in addition to control the training quality provided through times of prepare, during and in the end of training (Tahir et al., 2014; Ren et al., 2015; Salem and Abdien, 2017). In the same vein, the success of training programs is affected by the effectiveness of the interaction among the firm, the training provider and the trainee (Appiah, 2010; Sultana et al., 2012).

In the fifth phase of ISO 10015 training cycle Barzegar and Farjad, (2011) assured that the main purpose of this step "assessing training results" is to confirm the achievement of both organizational and training objectives, i.e. training has been effective during an adequate time period after the trainee has completed the training, the management of the tourism organizations should ensure that an evaluation is carried out to verify the level of competence achieved. Assessments should be made on both a short-term and long-term basis (Khanfar, 2011; Huang et al., 2017). Kirkpatrick et al., (2010) declared that the evaluation should be conducted on the basis of determined norms such as training needs and wants, check of training costs, and evaluation criteria and description of resources, methods and schedule for evaluation. The occurrence of nonconformities may require procedures for corrective action (Salem and Abdien, 2017). So, the completion of training should be documented in the training records (Yiu and Saner, 2005).

Pantouvakis and Kafetzopoulos, (2013) identified that monitoring and improving the training process is sixth and final stage of using ISO 10015 standard which ensures that the training process is managed and implemented as required to give objective evidence that the process is effective in meeting tourist organization's training requirements (Assaf and Barros, 2011; Khanfar, 2011; Salem and Abdien, 2017). Wong et al., (2019) supported that auditing and monitoring process have to involve reviewing the entire training process at each of the previous stages. In the case of the procedures and the requirements are not met, then corrective action may be required to improve the training process or develop an appropriate non-training solution (Rogala and Wawak, 2015; Tajeddini et al., 2017). Consequently, Sultana et al., (2012) confirmed that training process review have to identify any other opportunities to improve the effectiveness of any phase of the training process. Appropriate records should be documented and maintained of the several monitoring and evaluation activities conducted, the results obtained, and the actions planned (Appiah, 2010; Cheraghalizadeh and Tümer, 2017).

Employees Performance in the Tourism and Hospitality Industry

According to Al-Ababneh, (2015) and Alareefi et al., (2019) the human factor is an essential resource and greatest asset of tourism organizations where the success or failure of these organizations in internal and global competition depends on effectiveness of their employees' performance (Ren et al., 2015; Wong et al., 2019). Therefore, these tourism organizations have to take appropriate measures and procedures for improving their employees' performance in the global competitive market (Barbara Bowes, 2009; Zhang, 2017). Su, (2006) and Hayes and Ninemeier, (2009) reported that ISO 10015 standard is a new strategic tool worldwide and the common language of quality that provides tourist organizations with guidelines for training present and new employees to affect the level of quality of product/service (Yiu and Saner, 2005). Assaf and Barros, (2011) outlined that well trained staff helps develop and increase organization competitiveness. Moullin, (2007) added that employee performance could be defined as “*the fulfillment of specific duty measured against pre-agreed or planned standards of accuracy, cost, time, completeness, and speed*”. Schwepker and Dimitriou, (2021) agreed with Hoque, (2013) that the overall goal of employees performance measurement in the tourism and hospitality firms is to create a high performance culture in which individuals and team bear the responsibility for the continuous improvement of their competencies to achieve tourism organizations' excellence (Antony and Bhattacharyya, 2010; Jogaratnam, 2017). Michael, (2006) revealed that to improve and increase employees' performance, it is necessary to inspire the employees by satisfying the space among the skills needed and owned or operated by supporting employees

with well- training system (Sirén and Kohtamäki, 2016; Zeffane and Bani Melhem, 2017; Lee and Steers, 2017).

Organizational Excellence of the Tourism and Hospitality

Senaratne and Gunarathne, (2017) mentioned that organizational excellence can be achieved only by investing in what they refer to as the greatest and important resource/asset of any tourism organizations that is human capital by adopting ISO10015 (Pantouvakis and Kafetzopoulos, 2013; Zhang, 2017). Rao, (2016) assured that organizational excellence and sustained competitive advantage are directly integrated with human resource strategy via acquiring well trained human capital. In other words Abou-Moghli, (2015) established a strong association between ISO 10015 training standard and organizational excellence. Fry et al, (2017) defined organizational excellence as "*the ability of an organization to use available resources and capabilities in favor of performance through strategic planning, commitment and availability of Scarcity of resources*". While Antony and Bhattacharyya, (2010) indicated that excellence focuses on several elements such as final results, customer and suppliers requirements, management by processes and facts, continuous learning and other key components of determining performance (Van Marrewijk et al., 2004; Galbreath, 2005). Consequently, ISO 10015 standard could be used as a good strategy and an essential pillar for achieving the excellence of tourism firms through the role it played in improving the capabilities and skills of human capital (Khanfar, 2011).

Conceptual Framework and Hypotheses Development

This conceptual framework shown in figure (2) explains the variables of the present research by investigating the extent of adopting ISO10015 and its impact on organizational excellence via improving employees' performance in five-star resorts and tourism agencies (Category A) in Hurghada. The framework showed two groups, the first one depends on the impact of ISO 10015 training cycle on improving employees' performance. Secondly, the impact of employees' performance on the creation of organizational excellence of five-star resorts and tourism companies (Category A) in Hurghada. The aforementioned explanations serve as a literature base, much needed in order to complete this research and test the following two main hypotheses:

H1: The adoption of ISO 10015 training phases has a significant positive impact on improving performance among employees in five-star resorts and tourism agencies (Category A) in Hurghada, and this hypothesis will be analyzed through the analysis of the following Subsidiary hypotheses:

- a) *Analyzing performance gap "first phase of ISO 10015 training cycle" has a significant positive impact on improving performance among employees in five-star resorts and travel agencies (Category A) in Hurghada.*

- b) *Defining training needs "second phase of ISO 10015 training cycle" has a significant positive impact on improving performance among employees in five-star resorts and travel agencies (Category A) in Hurghada.*
- c) *Designing and planning training "third phase of ISO 10015 training cycle" has a significant positive impact on improving performance among employees in five-star resorts and travel agencies (Category A) in Hurghada.*
- d) *Providing for the training "fourth phase of ISO 10015 training cycle" has a significant positive impact on improving performance among employees in five-star resorts and travel agencies (Category A) in Hurghada.*
- e) *Evaluating training outcomes "fifth phase of ISO 10015 training cycle" has a significant positive impact on improving performance among employees in five-star resorts and travel agencies (Category A) in Hurghada.*
- f) *Monitoring and improving the training process "sixth phase of ISO 10015 training cycle" has a significant positive impact on improving performance among employees in five-star resorts and travel agencies (Category A) in Hurghada.*

H2: Improved employees' performance has a significant positive impact on organizational excellence of five-star resorts and tourism companies (Category A) in Hurghada.

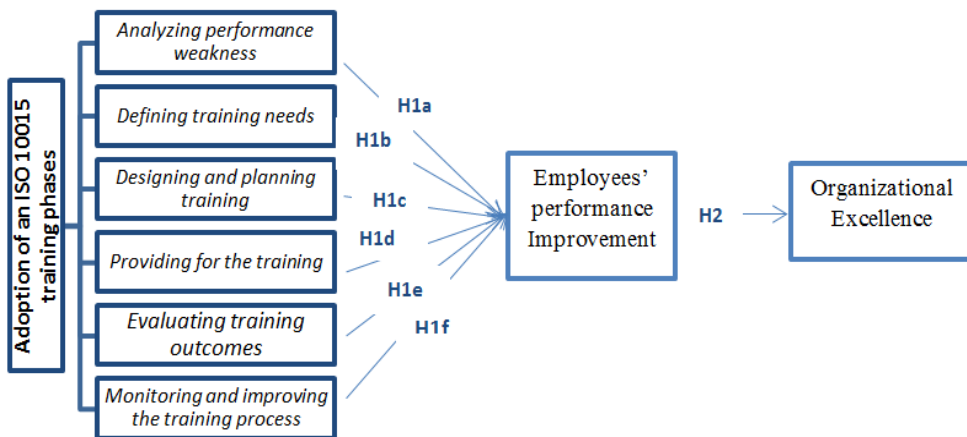


Figure 2: The research Conceptual Framework and Hypotheses

RESEARCH METHODOLOGY

Data Collection Instrument

This research is depending on a quantitative approach. A questionnaire form was developed to gather primary data, questionnaire items modified from previous research (Jacobs, 2007; Nair and Sinha, 2009; Wang and Wu, 2009; Yiu and Saner, 2005; Lin et al., 2010; Maddahi, 2013; Huang et al., 2017; Hernandez-Perlines et al., 2019) for the scales of adopting ISO 10015 standard, while the scales for improving and developing employees' performance was modified from the studies of (Hayes and Ninemeier, 2009; Al-Ababneh, 2015; Zhang, 2017; Zeffane and Bani Melhem, 2017; Lee and Steers, 2017; and Sirén and Kohtamäki, 2016; Schwepker and Dimitriou, 2021; Alareefi et al., 2019). Whereas elements of organizational excellence whose scales were modified from (Khanfar, 2011; Abou-Moghli, 2015; Rao, 2016; Senaratne and Gunarathne, 2017). Piloting was conducted by 10 academic experts to check the correctness of the wording, the terms clearness, the proper order of the statements used, and the extent to which they were answered. This was followed by designing the final questionnaire after making minor adjustments. To consider structure and its indicators validity, proper item-total correlations were utilized, which are between 0.3 and 0.80 (Netemeyer et al., 2003) in refined item-total correlations, are examined to display that the accepted indicators are valid for measuring the one structure in question. In addition, research structures reliability were tested by Cronbach's alpha coefficient. It was calculated and exceeded 0.70 for all structures indicating dependable findings (Hair et al., 2019). Questionnaire is divided into four sections. The first one discusses the degree of adopting ISO 10015 training phases, while the second section discusses employees' performance improvement. The third part deals with organizational excellence in five-star resorts and tourism companies (Category A) in Hurghada. The last section includes respondents' demographic data. 44 items were used to investigate the eight constructs of the hypothesized model: analyzing performance weakness measured by 5 items; defining training needs also measured by 5 items; designing and planning training by 6 items; providing for the training examined by 5 items; evaluating training outcomes measured by 5 items; monitoring and improving the training process investigated by 4 items; employees performance improvement tested by 8 items; and 'organizational excellence tested by 5 items. Participants' demographic data were also included in the form (i.e., gender, age, education level, and work experience). All variables in every section of the questionnaire were measured using a Likert Five Scale (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree).

Population and Sampling

The range of this research is limited to all managers of human resources and training at five-star resorts and tourism agencies (Category A) in Hurghada City in Egypt which counted 23 hotels and 63 tourism companies according to (EHA, 2018) and (ETAA, 2018). As a result, the researchers adapted the complete census method to the study population due to its small size. In order to achieve the objectives of the research, 180 questionnaire forms were distributed. 126 forms were returned; while 9 were invalid. This made 117 valid forms with the response rate was (65%). SPSS (26) software is used for data analysis.

RESULTS AND DISCUSSION

Descriptive statistics of the respondents

The results showed that 79.4 % of the respondents are males while 20.6% of them are females. 19.7% of the respondents are between 30-40 years, 52.1% of them are between 41-50 years, 28.2% are more than 50 years. 82% had university level of education, 18% were Post-graduate study. 24.6% of the respondents are under 15 years' experience, 54% of them is between 15-20 years' experience, 21.4 % are more than 20 years' experience.

Table 1: Descriptive statistics of the respondents (n=117)

Description		Frequency	Per cent
Gender	Male	93	79.4
	Female	24	20.6
Age	30-40 years	23	19.7
	41-50 years	61	52.1
	More than 50 years	33	28.2
Education level	University education	96	82
	Postgraduate Degree	21	18
Work Experience	Less than 15 years	29	24.6
	15 to 20 years	63	54
	More than 20 years	25	21.4

Table 2: Descriptive Statistics of Adoption of an ISO 10015 training phases, Employees' performance Improvement and Organizational Excellence

Factor/ Variable	M	SD	Attitude	Rank
Analyzing performance problems	3.68	1.208	Agree	8
Defining training needs	4.75	1.064	Strongly agree	2
Designing and planning training	4.65	0.611	Strongly agree	3
Providing for the training	4.59	0.532	Strongly agree	4
Evaluating training outcomes	4.82	1.720	Strongly agree	1
Monitoring and improving the training process	4.01	1.312	agree	7

Employees' performance Improvement	4.41	0.585	Strongly Agree	6
Organizational excellence	4.53	0.691	Strongly agree	5

Note: n=frequency; %=percentage; 1= strongly Disagree 2=Disagree; 3= Neutral; 4= Agree; 5= strongly Agree; M=Mean; SD=Standard Deviation.

Generally, the smallest mean of the independent variables was recorded in analyzing performance problems which is 3.68 with a standard deviation of 1.208, which indicates that the respondents agreed that performance analysis report that contains the documentation of the strategic issues, and tourism and hospitality firms' priorities, studying the current problems of labor performance or strategic orientation, and determining the desired performance after that recognizing and identifying the causes of the performance was detected. In addition to indicate and suggest the most probable solutions to address the performance gaps. Highest mean of 4.82 with a standard deviation of 1.720 was recorded by evaluating training results, which is almost a "Strongly Agree" level. This indicates how managers of human resources and training agreed that employees' performance improved by all ISO 10015 training phases help their organizations achieve organizational excellence.

Table 3: Normality Assessment of ISO 10015 Training Phases, Employees' Performance Improvement and Organizational Excellence.

Factor/ Variable	N Statistic	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Analyzing performance problems	117	-0.372	0.148	-0.354	0.155
Defining training needs	117	-0.275	0.123	-0.293	0.251
Designing and planning training	117	-0.463	0.122	0.014	0.239
Providing for the training	117	-0.415	0.158	-0.403	0.268
Evaluating training outcomes	117	-0.451	0.178	-0.472	0.245
Monitoring and improving the training process	117	-0.386	0.118	-0.283	0.251
Employees' performance Improvement	117	-0.265	0.172	0.392	0.245
Organizational Excellence	117	-0.444	0.295	-0.479	0.225

The research result indicated that the skew and kurtosis values for all items were between ± 2 and ± 7 respectively, (Pallant, 2013). Subsequently, it could be concluded that the data set of every item was well-modeled by a normal distribution.

Measurement Model Assessment

To test the measurement model, Table 4 outlines the construct loadings, average variance extracted (AVE), and Cronbach's alpha. Looking at AVE statistics, the revealed values of all constructs are greater than 0.70 which is evident of convergent validity. Discriminant validity is confirmed where square root of AVEs is greater than the correlations among constructs. Generally, convergent and discriminant validities are evident and the measurement model is valid.

Table 4: Measurement Model

<i>All items</i>		<i>Loadings</i>	<i>CR</i>	<i>AVE</i>	<i>Cronbach's alpha</i>
Analyzing performance problems	AP1	0.762	0.880	0.560	0.819
	AP2	0.874			
	AP3	0.847			
	AP4	0.772			
	AP5	0.841			
Defining training needs	DT1	0.711	0.887	0.677	0.820
	DT2	0.784			
	DT3	0.857			
	DT4	0.790			
	DT5	0.842			
	DT6	0.937			
Designing and planning training	DP1	0.820	0.934	0.717	0.846
	DP2	0.940			
	DP3	0.861			
	DP4	0.825			
	DP5	0.830			
	DP6	0.801			
Providing for the training	PT1	0.802	0.941	0.693	0.832
	PT2	0.823			
	PT3	0.812			
	PT4	0.874			
	PT5	0.853			
Evaluating training outcomes	ET1	0.743	0.901	0.611	0.779
	ET2	0.715			
	ET3	0.849			
	ET4	0.864			
	ET5	0.728			
Monitoring and improving the training process	MI1	0.817	0.794	0.659	0.800
	MI2	0.837			
	MI3	0.758			
	MI4	0.791			
Employees' performance Improvement	EP1	0.641	0.903	0.611	0.790
	EP2	0.809			
	EP3	0.831			
	EP4	0.734			
	EP5	0.853			
	EP6	0.744			
	EP7	0.843			
	EP8	0.782			
Organizational Excellence	OE1	0.851	0.891	0.672	0.819
	OE2	0.860			

	OE3	0.828			
	OE4	0.820			
	OE5	0.736			

Note: AVE: average variance extracted

AVE is calculated using the given formula: $AVE = \frac{\sum K^2}{n}$

$\sum K^2 / n$

$CR = (\sum K)^2 / ((\sum K)^2 + (\sum I - K^2))$

Table 5: Spearman's Correlation Matrix among All Research Variables

Independent Variables	Correlation Coefficient	Employees' performance Improvement
Analyzing performance problems	Spearman's Correlation Sig. P-value	0.817** 0.083
Defining training needs	Spearman's Correlation Sig. P-value	0.641** 0.000
Designing and planning training	Spearman's Correlation Sig. P-value	0.551** 0.004
Providing for the training	Spearman's Correlation Sig. P-value	0.410** 0.007
Evaluating training outcomes	Spearman's Correlation Sig. P-value	0.332** 0.004
Monitoring and improving the training process	Spearman's Correlation Sig. P-value	0.619** 0.009

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

Independent Variables	Correlation Coefficient	Organizational Excellence
Employees' performance Improvement	Spearman's Correlation Sig. P-value	0.896** 0.000

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

Correlation frequently measures the relationship among research variables. The research aims to investigate the extent of adopting international training standards (ISO10015) and its impact on organizational excellence through improving employees' performance in five-star resorts and tourism companies (Category A) in Hurghada. In this study the level of significance is less than 1% (99% confidence). Therefore, the alternative hypothesis was accepted and H0 was rejected. According to above Table 5 indicates that there is a significant relationship among research variables. Coefficient of variables correlation has recorded as follow 0.817, 0.641, 0.551, 0.410, 0.332, 0.619, and 0.896 respectively. Researchers could see there is a positive association among Adoption of an ISO 10015 training phases, employees' performance improvement and organizational excellence. Also, there is a weak correlation between the third and fourth phases of the ISO 10015

training standard and employees' performance improvement and organizational excellence.

Table 6: ISO 10015 Training Phases, Employees' Performance Improvement and Organizational Excellence: Regression Analysis

Model	Unstandardized Coefficients		t	Sig.	R ²	Dependent Variable	
	B	Std. Error					
1	(Constant)	1.821	0.335	4.439	0.000	0.864	Employees' performance Improvement
	Analyzing performance problems	0.735	0.112	3.571	0.002		
	Defining training needs	0.618	0.084	9.011	0.000		
	Designing and planning training	0.298	0.012	5.106	0.003		
	Providing for the training	0.115	0.035	3.280	0.007		
	Evaluating training outcomes	0.426	0.064	4.509	0.000		
	Monitoring and improving the training process	0.577	0.016	7.631	0.009		
1	(Constant)	2.245	1.345	4.062	0.000	0.653	Organizational Excellence
	Employees' performance Improvement	0.388	0.069	7.012	0.031		

The results shown in the table (7) indicate that ISO 10015 training cycle provide each firm the chance to easily scheme, audit, monitor, assess and examine the effectiveness of its training courses by having a well-defined training system. It could be indicated that, ISO 10015 implementing is an important tool and necessary for each tourist firm to improve and develop the quality of human capital performance and to improve the organization's excellence to stay competitive (Wang and Wu, 2009; Lin et al., 2010; Hernandez-Perlines et al., 2019). Therefore, ISO 10015 standard document has a significant positive effect on organizational excellence of five-star resorts and travel agencies (Category A) in Hurgada city in Egypt. Su, (2006) and Hayes and Ninemeier, (2009) indicated that ISO 10015 is a new strategic tool worldwide and the common language of quality that provides tourist firms with guidelines for training present and new employees to affect the level of quality of product/service (Yiu and Saner, 2005). Schwepker and Dimitriou, (2021) agreed with Hoque, (2013) that the overall goal of employees performance measurement in the tourism and hospitality firms is to create a high performance culture in which individuals and team bear the responsibility for the continuous improvement of their competencies to achieve tourism organizations' excellence (Antony and Bhattacharyya, 2010;

Jogaratnam, 2017). Michael, (2006) revealed that to improve and increase employees' performance, it is necessary to inspire the employees by satisfying the space among the skills needed and owned or operated by supporting employees with well- training system (Sirén and Kohtamäki, 2016; Zeffane and Bani Melhem, 2017; Lee and Steers, 2017).

In general, Kalyani and Sahoo, (2011) mentioned that one of the primary factor through which organizational excellence can be reached is when organization present employees' competencies and skills cannot be met by other competitors (Waiganjo et al., 2012). In addition, Senaratne and Gunarathne, (2017) stated that organizational excellence can be obtained only by investing in what they refer to as the greatest resource and asset of any tourism firm that is human capital by Adopting International Training Standards ISO10015 (Pantouvakis and Kafetzopoulos 2013; Zhang, 2017). The respondents perceive the six constructs of ISO10015 phases have a significant effect on Employees' performance Improvement according to the coefficient table. Analyzing performance problems has a significant positive impact on improving performance among employees ($\beta=0.735$ and $p<0.01$) (H1a). Furthermore, defining training needs is found positively impact on Employees' performance Improvement ($\beta=0.618$ and $p<0.01$) (H1b), while designing and planning training is recorded ($\beta=0.298$ and $p<0.01$) (H1c). Providing for the training ($\beta=0.115$ and $p<0.01$) (H1d). Evaluating training outcomes ($\beta=0.426$ and $p<0.01$) (H1e). Monitoring and improving the training process ($\beta=0.577$ and $p<0.01$) (H1f). On the other hand, Employees' performance Improvement was perceived as a significant positive effect on organizational excellence ($\beta=-0.388$ and $p<0.01$) (H7). Therefore, the seven hypotheses are statistically supported and factors are significantly affecting organizational excellence of five-star resorts and tourism companies (Category A) in Hurghada city in Egypt. These factors explain 86.4% of the variance in the effectiveness of Human Capital performance ($R^2= 0.864$).

CONCLUSION AND FUTURE RESEARCH DIRECTION

There is no doubt that the efficiency and effectiveness of employees' performance is one of the main strategic objectives of every tourism and hospitality organization, as it is one of the most important basic indicators of the success and distinction of those organizations. Thus, the enhancing and promoted performance depends on implementation of the best training methods. Hence, the research problem is to identify the most important gaps, and weaknesses for the level of performance between the current and desired through the study and analysis of ISO 10015 training phases. This encouraged the researchers to shed lights in the present study to investigate the extent of adopting international training standards (ISO10015) and its impact on organizational excellence through improving and developing

employees' performance in five-star resorts and tourism companies (Category A) in Hurghada city in Egypt to stay competitive.

The range of this research is limited to all managers of human resources and training at five-star resorts and tourism agencies (Category A) in Hurghada City in Egypt which counted 23 hotels and 63 tourism companies according to (EHA, 2018) and (ETAA, 2018). As a result, the researchers adapted the complete census method to the study population due to its small size. In order to achieve the objectives of the research, 180 questionnaire forms were distributed. 126 forms were returned; while 9 were invalid. This made 117 valid forms with the response rate was (65%). Data collection was carried out during the period from October to December 2020. Results of study have been considered significant at $p \leq 0.01$.

This research finding revealed (1) the adoption of ISO 10015 training phases has a significant positive impact on improving employees' performance; (2) improved employees' performance also has a significant positive impact on organizational excellence.

The research enriches to existing literature and helps acquire more understanding into for ISO10015/2019 training standard. In addition to the concepts of employees' performance, organizational excellence, and their interrelationships' that are presented in the conceptual Framework of the study. Therefore, the proposed framework of the study provides all resorts and tourism administration the opportunity to easily scheme, audit, monitor, assess and examine the effectiveness of its training courses by having a well training system. furthermore, human resources and training managers will have important insights on how to enhance, develop and manage employees' performance thus achieving organizational excellence in the Egyptian tourism and hospitality sector by adopting ISO 10015 training standard.

It is crucial to address the hindrances of this research in future researches. First, this study only surveyed five star resorts and Tourism agencies in Hurghada city in Egypt. Therefore, the results may not be representative of all the different categories of Egyptian hotels and travel agencies. In addition, conducting qualitative interviews to fully understand the subject of the study. Eventually, the current research only focused attention on ISO 10015 training standard as one of the most important indicators for the success and distinction of tourist organizations and ignored other factors affecting the efficiency of employee' performance and organizations' excellence.

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اعتماد ISO10015 كمحرك لتحسين أداء العاملين: الآثار المترتبة على التميز المؤسسي في صناعة السياحة والضيافة المصرية

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الملخص

نظرًا لزيادة المنافسة في صناعة السياحة والضيافة على مستوى العالم، دفع ذلك العديد من تلك المؤسسات إلى البحث عن استراتيجيات جديدة لتمييز نفسها عن منافسيها. أحد الاتجاهات الأساسية في هذا السياق هو المحاولات التي تقوم بها تلك المؤسسات لإعتماد تطبيق مواصفة ISO 10015 الذي يمكن أن تلعب دورا حيويا في تحسين وتطوير قدرات وأداء العاملين لديها، مما يؤثر بدوره في تحقيق التميز المؤسسي لها والقدرة على البقاء في المنافسة. يهدف هذا البحث إلى التعرف على مدى اعتماد معايير التدريب الدولية (ISO10015) وأثرها على التميز المؤسسي من خلال التحسين، والارتقاء بأداء العاملين في المنتجعات والشركات السياحية المصرية، لذلك تعتبر ISO 10015 أداة استراتيجية لتطوير الأعمال والاستدامة. يركز ISO 10015 على توحيد عملية التدريب وتتكون المواصفة من المراحل الست التالية: تحليل مشاكل الأداء، تحديد الاحتياجات التدريبية، تخطيط وتصميم البرنامج التدريبي، توفير التدريب، تقييم نتائج التدريب، الرصد والتحسين.

يعتمد البحث الحالي على المنهج الكمي للوصول إلى تحقيق هدفه. كما يقتصر نطاق هذا البحث على جميع مديري الموارد البشرية والتدريب في منتجعات الخمس نجوم وشركات السياحة (الفئة أ) في مدينة الغردقة في مصر والتي تضم 23 فندقًا و 63 شركة سياحية وفقًا لـ (EHA, 2018)، و (ETAA, 2018) نتيجة لذلك، قام الباحثون بتطبيق اسلوب الحصر الشامل لمجتمع الدراسة نظرًا لصغر حجمه. ولتحقيق أهداف البحث تم توزيع 180 استبانة، تم إسترجاع 126 استمارة؛ بينما كانت 9 غير صالحة. هذا جعل 117 استمارة صالحة مع معدل استجابة (65%). استخدم برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS) إصدار 26 للتحليل الإحصائي. تم جمع البيانات خلال الفترة من أكتوبر إلى ديسمبر 2020. وقد أشارت النتائج إلى أن اعتماد تطبيق المواصفة اثر معنويًا في تحقيق التميز المؤسسي من خلال تحسين أداء العاملين. لذا، فإن نتائج هذا البحث يمكن أن تزود مديري الموارد البشرية والتدريب من خلال تطبيق نموذج البحث لتعزيز وتطوير وإدارة كفاءة العاملين وبالتالي تحقيق التميز المؤسسي داخل قطاع السياحة والضيافة المصرية.

الكلمات المفتاحية: الايزو10015، أداء العاملين، المنتجعات، شركات السياحة الفئة أ، الغردقة، مصر.