The reality of human resources planning (HRP) in Egyptian hotels

واقع تخطيط الموارد البشرية (*HRP*) في الفنادق المصرية

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Abstract:

human resource management practices planning within organizations, it serves as the primary and initial stage for launching any project, service, or product (Muhammad, 2022). Furthermore, the interest of organizations in human resources planning lays the foundation for an innovative culture and the exploration of human talent, resulting in the creation of a competitive advantage, Therefore, the current research focuses on identifying the role of human resources planning (HRP) in Egyptian hotels. Likewise, knowing the impact of Analyzing labor supply and Forecasting labor demand on developing and implementing a plan of HR in Egyptian hotels and specially in Luxor and Aswan hotels as a sample The research found that The role of effective human resources in organizing, managing and implementing the plans of profitable institutions, especially Egyptian hotels. Furthermore, the results confirmed that the use of human resources planning in Egyptian Hotels from another perspective It is considered very important., the research discusses the role of analyzing labor supply and labor demand and the role of both of them in implementing human resources plans in Egyptian hotels, the results of the questionnaire show that both of them have an effective role in implementing human resources plans in Egyptian hotels. From another perspective, the research discusses the role of analyzing labor supply and labor demand and the role of both of them in implementing human resources plans in Egyptian hotels. The results of the questionnaire show that both of them have an effective role in implementing human resources plans in Egyptian hotels.

Keywords: human resources planning, forecasting labor demand, analyzing labor supply, Egyptian hotels.

الملخص العربي:

تمارس إدارة الموارد البشرية التخطيط داخل المنظمات، لذلك فهو بمثابة المرحلة الأولية لإطلاق أي مشروع أو خدمة أو منتج، علاوة على ذلك فإن اهتمام المنظمات بتخطيط الموارد البشرية يضع الأساس لثقافة الإبداع واستكشاف المواهب البشرية مما يؤدي إلى خلق ميزة تنافسية، لذلك يركز البحث الحالي على التعرف على دور تخطيط الموارد البشرية في الفنادق المصرية، وكذلك معرفة ثير تحليل العرض والطلب على العمالة وعلى وضع وتنفيذ خطة الموارد البشرية في الفنادق المصرية وخاصة في فنادق الأقصر وأسوان كعينة، حيث تم عمل استبيان وتم توزيعه علي مديري الفنادق ورؤساء الاقسام في كلا من الفنادق فئة الاربع والخمس نجوم في كلا من محافظتي الاقصر واسوان

كعينة للفنادق المصرية ، وتوصل البحث إلى دور الموارد البشرية الفعالة في تنظيم وإدارة وتنفيذ خطط المؤسسات الربحية وخاصة الفنادق المصرية، وعلاوة على ذلك أكدت النتائج أن استخدام تخطيط الموارد البشرية في الفنادق المصرية يعتبر مهمًا جدًا، ويناقش البحث ايضا الدور الفعال للتحليل المسبق لكلا من العرض والطلب على مستقبل العمالة الفندقية في الفنادق المصرية وتم مناقشته في كلا من الفنادق فئة الاربع والخمس نجوم في كلا من محافظتي الاقصر واسوان كعينة للفنادق المصرية، وبناء علي الدراسة وجدت بعض النتائج والتوصيات التي من شأنها تعزيز تنفيذ خطط قسم الموارد البشرية في الفنادق المصرية مثل انه يجب علي قسم الموارد البشرية توفير التدريب المطلوب إختيار الموظفين في الوقت والمكان المناسبين و لعدد المناسب وايضا التعاون مع وزارة السياحة ووزارة التعليم العالي لتوفير ورش العمل الدورات التدريبية للعاملين في الفندق وطباعة الكتيبات التثقيفية للعاملين توفير الدورات والتأهيل النفسي لإدارة الموارد البشرية لمواكبة تطور واكتساب المهارات اللازمة للقيام لمهام المطلوبة منهم على أكمل وجه.

الكلمات الدالة: تخطيط الموارد البشرية – تحليل العرض من العمالة – التنبؤ لطلب على العمالة – الفنادق المصرية

1. Introduction

In globalization, business organizations are experiencing ideological and dynamic shifts that necessitate strategic analysis and planning (Ali, 2019). In this respect, businesses use human resources planning because they view their employees as the most valuable asset within the company (Muhammad, 2022). So, the strategic development of any sector relies on the presence of well-trained and qualified human resources. To establish strategic plans that effectively contribute to the sector, HR planning must align its strategic objectives with operational plans and organizational goals (Ali, 2019).

In the modern era, human resource management practices have become integral to organizations' success and continued growth (Muhammad, 2022). Furthermore, in today's business landscape, organizations are actively seeking targeted solutions in the field of human resource management (Caylan 2024). These solutions help them navigate complex challenges, gain a competitive edge, and maintain long-term success in the market. By leveraging effective HRM practices, organizations can overcome obstacles, enhance their performance, and differentiate themselves from their competitors (Muhammad, 2022).

2. Research question

- This research aims to address these main questions in the context the reality of human resources planning (HRP) in Egyptian hotels
  - **Q1**: What is the role of human resources planning (HRP) in Egyptian hotels?
  - **Q2**: What is the impact of analyzing labor supply in developing and implementing the plan of HR in Egyptian hotels?
  - **Q3**: What is the impact of forecasting labor demand in developing and implementing a plan of HR in Egyptian hotels?

3. **Study Objectives**

-   To achieve this study objective, the current study specifically seeks to achieve the following study objectives:
-   **Obj1**: To identify is the role of human resources planning (HRP) in Egyptian hotels.
-   "**Obj2**: To illuminate the impact of analyzing labor supply in developing and implementing the plan of HR. in Egyptian hotels.
-   **Obj3**: To know the impact of forecasting labor demand in developing and implementing a plan of HR in Egyptian hotels.

4. Literature Review

4.1 human resources planning (HRP) in Egyptian hotels

In the field of human resource management practices for planning within organizations, it serves as the primary and initial stage for launching any project, service, or product (Muhammad, 2022). Furthermore, the interest of organizations in human resources planning lays the foundation for an innovative culture and the exploration of human talent, resulting in the creation of a competitive advantage (Ali, 2019). Finally, HRP is a systematic, long-term approach that makes appropriate use of an organization's human resources (Muhammad, 2022). According to, Hayes (2024), HRP plays a crucial role in driving organizational success through its impact on enhancing employee experiences. One way it achieves this is by implementing effective orientation programs that enable employees to grasp the values and principles of the organization (Chakraborty & Biswas, 2020). This understanding contributes to improved performance and overall effectiveness among employees, ultimately leading to the achievement of organizational goals (Hayes, 2024). Investing in HRP is a critical decision for any company. A hotel's success largely relies on its employees, and a high level of employee engagement is crucial for achieving organizational goals. By having the right employees and implementing effective HR practices, a hotel can transition from sluggishness to productivity, ultimately driving profitability and success (Hayes, 2024).

4.2 Concept of Human Resources Planning

In regarding of the term "human resource planning" (HRP) is a systematic approach that aims to ensure the effective recruitment, retention, and deployment of individuals within an organization. It involves making rational decisions regarding the allocation of human resources, and may also include provisions for staff dismissals when necessary (Hermawan, 2022). Furthermore, HRP refers to determining the number of professionally trained workers a company needs. As such, it is considered a routine, structured planning process (Muhammad, 2022). According to Walker (1990), HRP is a process that enables organizations to forecast their future demands and consider environmental factors. It helps management identify and manage the human resource requirements necessary for the organization. Likewise, HRP also known as workforce planning, ensures the appropriate number of qualified individuals are assigned to the right positions at the right time (Hermawan, 2022). Furthermore, "HRP has been defined by Denis and Griffin as the process of forecasting the supply and demand for human resources within an organization and developing action plans for aligning the two (Hermawan, 2022; P.4)." Furthermore, HRP is a strategic process that aims to effectively and efficiently achieve the goals that have been set (Darim, 2020). Within

this framework, human resources planning can be defined as the systematic process through which management identifies and implements strategies to transition the organization from its current workforce structure to an improved one. This involves ensuring the acquisition of the right number of employees, with the necessary skills and qualifications, at the appropriate time, and implementing suitable procedures to cater to the needs of both the individuals and the organization as a whole (Ulferts et al., 2019). HRP is a systematic and long-term approach that effectively utilizes the organization's human resources. It emphasizes the importance of establishing and maintaining a strong connection between job roles and employees, with specific attention given to the planning process (Muhammad, 2022).

4.3 Importance of Human Resources Planning

 Indeed, organizations often face challenges in achieving their set goals due to intense competition, and one contributing factor is when employees do not perform their assigned duties effectively (Muhammad, 2022). Therefore, Human Resource Planning (HRP) is crucial for organizations to align their workforce planning with their overall goals and objectives. Failure to do so can result in hiring the wrong employees or an inability to anticipate fluctuations in staffing needs, which can be costly in the long run (Hayes, 2024). By aligning HRP with organizational goals, organizations can ensure they have the right people in the right positions at the right time, ultimately contributing to their success and minimizing unnecessary expenses (Mutua, 2019). In recent years, researchers have focused on human resource systems and practices, highlighting two key factors: a) maximizing return on investment by investing in training, recruitment, and knowledge acquisition of human resources; and b) leveraging the potential competitive advantage of human resources to attain strategic value and meet organizational objectives (Batistič, 2018). Furthermore, HRP enables businesses to effectively manage and attract the appropriate talent, ensuring they possess the necessary technical and soft skills to enhance their performance within the company (Hayes, 2024). Likewise, HRP empowers managers to provide more effective training and development opportunities for the workforce, enabling them to acquire the essential skills needed for their roles (Chakraborty & Biswas, 2020).

4.4Stages of human resources planning

According to, Hayes (2024), the human resource planning process consists of four main stages that need to be followed sequentially to accomplish the ultimate objective of developing a strategy for effectively acquiring and retaining qualified employees to meet the hotel's needs. These stages are as follows:

4.4.1 Analyzing labor supply

The initial stage in human resource planning involves identifying the current supply of human resources within the hotel (Hayes, 2024). During this phase, the HR department thoroughly assesses the organization's workforce in terms of employee count, skills, qualifications, positions, benefits, and performance levels. This analysis provides a comprehensive understanding of the existing human resources within the hotel (Mahapatro, 2021).

4.4.2Forecasting labor demand

The second stage in the HRP process involves projecting the future workforce requirements of the hotel (Hayes, 2024). During this step, the HR department takes into account various factors such as potential promotions, retirements, layoffs, and transfers that may impact the future needs of the hotel (Mahapatro, 2021). External conditions that affect labor demand, such as technological advancements that could increase or decrease the workforce requirements, are also considered (Bhattacharya & Bhattacharya, 2023).

4.4.3Balancing labor demand with supply

The third stage in the HRP process focuses on forecasting the employment demand (Hayes, 2024). HR conducts a gap analysis to identify specific needs and bridge the gap between the current labor supply and projected future requirements (Bhattacharya & Bhattacharya, 2023). This analysis often raises important questions, such as the necessity for employees to acquire new skills, whether the hotel requires additional managers, and whether all employees are effectively utilizing their strengths in their current roles (Mahapatro, 2021). These questions help guide the decision-making process to address any discrepancies between the current workforce and future demand (Hayes, 2024).

5. Responsibilities of Human Resources in Hotels

1) Recruitment, hiring, and onboarding: The HR department is responsible for sourcing and selecting qualified candidates, conducting interviews, and facilitating a smooth onboarding process for new hires (Kenton, 2024).

2) Compensation and benefits management: HR handles employee compensation, including salary administration, bonuses, and incentives. The also manage benefits packages such as healthcare, retirement plans, and leave policies (Greer, 2021).

3) Employee job and career development: HR supports employees' professional growth by providing training programs, career development opportunities, performance evaluations, and guidance on advancement within the organization (Kenton, 2024).

4) Employee relations and issue resolution: HR addresses work-related concerns and conflicts, manages employee grievances, and ensures fair treatment and resolution of issues within the workplace (Greer, 2021).

5) Policy development and implementation: HR develops and implements company-wide policies that impact the working environment, including policies related to employee conduct, anti-discrimination, leave, and health and safety. They ensure compliance with labor laws and foster a positive work culture (Kenton, 2024).

6. Methodology:

This research used the quantitative approach. The current questionnaire was designed depending on the literature review. It was divided into two main parts. Part one is about personal data. The second part consists of 3 components such as (1) analyzing labor supply (6 items), it was improved and revised from previous researches (Mahapatro, 2021; Hayes, 2024) (2) Forecasting labor demand in hotels (5 items), it was improved and revised from previous researches

(Mahapatro, 2021; Bhattacharya & Bhattacharya, 2023; Hayes, 2024). All the questions are measured using a five-point Likert scale that ranges from "strongly disagree" to "strongly agree." To collect data, the current questionnaire targeted four and five-star hotel managers in Luxor and Aswan - Egypt. From May to July 2024. Furthermore, the researcher followed the comprehensive enumeration method to reach highly accurate results. The researcher distributed 186 questionnaires to all managers in the hotels in the study sample. After sorting the questionnaires, it became clear that the number of questionnaires valid for analysis was 161, with a response rate of 86.55%.

6.1 Study Sampling Techniques

McMillan (2012) states that the research population includes a wide variety of entities, including people, things, and events. This group is also known as the universe or the target population. In addition, the research problem and literature review come first when determining the population. The study's target group in this regard comprised department heads and hotel managers in Aswan and the governorate of Luxor who are situated in four- and five-star hotels and who may be noteworthy or important. According to the Egyptian Hotel Association (2024), the number of four-star hotels reached four in the Aswan and Luxor governorates. On the other hand, the number of five-star hotels reached 8 hotels in Aswan and Luxor governorates. The researcher assumes that the average number of department heads and hotel managers in four-star hotels in Luxor and Aswan governorates is 12 managers, while the average number of department heads and hotel managers in five-star hotels is 18 managers. Therefore, the size of

the statistical population was as follows:

Number of managers of four star hotels =

4 hotels × 12 managers = 48 managers

Number of managers of five star hotels =

8 hotels × 16 managers = 128 managers

The total statistical population of managers =

48 + 128 = 176 managers

the researcher followed the comprehensive enumeration method to reach highly accurate results. The researcher distributed 186 questionnaires to all managers in the hotels in the study sample. After sorting the questionnaires, it became clear that the number of questionnaires valid for analysis was 161, with a response rate of 86.55%.

6.2 Validity of the research

The researcher sought the expertise of the academic supervision committee and a group of hospitality management experts to collect opinions and suggestions regarding the research tool. Face validity was used as a means of ensuring the credibility of the data collection tools. Using this approach, the researchers linked the research objective to the corresponding question.

6.3 Reliability of the Research

  - Reliability Analysis of Research Variables.

The Axes	No. of statements	Alpha Coefficient
Analyzing labor supply in hotels	6	0.850
Forecasting labor demand in hotels	5	0.749
The Overall	**11**	

According to Gliem and Gliem (2003), a Cronbach's alpha level above 0.8 is considered good for reliability. Based on the previous table, the reliability of the questionnaire was assessed using Cronbach's alpha test. The Cronbach's alpha coefficient was calculated for

7. Results and Discussion

7.1 Personal Data

  - **The Sample Characteristics Statistics**

Variable	Response	Frequency	Percent	Rank
Age	Less than 40 years	91	56.5	1
	40 years to 50 years	57	35.4	2
	More than 50 years	13	8.1	3
	Total	**161**	**100**	--
Level of education	Intermediate qualification	24	14.9	2
	Bachelor's degree	116	72.0	1
	Postgraduate studies	21	13.0	3
	Total	**161**	**100**	--
Years of experiences	Less than 5 years	19	11.8	3
	From 5 to 10 years	46	28.6	2
	More than 10 years	96	59.6	1
	Total	**161**	**100**	--
Department	Front office	36	22.4	1
	Housekeeping	7	4.3	8
	Food and Beverages	30	18.6	2
	Security	5	3.1	9
	Marketing and sales	24	14.9	3
	Accounting	19	11.8	4
	HRM	14	8.7	5
	BT	12	7.5	6
	Engineering and maintenance	9	5.6	7
	Other	5	3.1	9
	Total	**161**	**100.0**	-
Hotel type	International Hotel Chain	113	70.2	1
	Independent Hotel	32	19.9	2
	Local Hotel Chain	16	9.9	3
	Total	**161**	**100.0**	-

Table indicate that It reveals that 56.5 % of head department and hotel managers fall within the Less than 40 years old category. Moreover, 35.4 % of respondents belong to the 40 - 50 years old category. With regards to the respondents' level of education, that 72% of hotel managers hold bachelor's degrees. On the other hand, 13.6% of participants hold postgraduate degrees (PhD, master's, or diploma). In term years of experience, Table 2 shows that the vast majority of hotel managers 59.6 % have more than 10 years of experiences. Moreover, 28.6% of hotel managers have from 5 to 10 years of experiences. In comparison, only 11.8% of hotel managers have Less than 5 years of experiences in hotel work. The majority of hotel managers 22.4% come from the front office department. Additionally, 18.6% of hotel managers oversee the food & beverage department. Furthermore, 14.9% of hotel managers work in the sales and marketing department. By contrast, just 3.1% of hotel managers work in the security department.

- Analyzing labor supply in hotels

   - Validity of analyzing labor supply in hotels variable

- Factor analysis of analyzing labor supply in hotels variable

Statements	Loading
You have full knowledge of the number of employees in your department at the hotel.	0.875
You have full knowledge of the skills possessed by employees in your department at the hotel.	0.664
You have full knowledge of the qualifications of employees in your department at the hotel.	0.825
You have full knowledge of the benefits of employees in your department at the hotel.	0.861
You have full knowledge of the level of performance of employees in your department at the hotel.	0.847
You have knowledge of the positions held by employees in your department at the hotel.	0.702
Sums of squared loadings	**0.795**

Table shows that all statements scores ranged between 0.664 and 0.875 where it is bigger than 0.6 (Yong & Pearce, 2013). Hence, it is statistically valid. Likewise, the previous six statements are responsible for the variance in analyzing labor supply in hotels with a percentage of 79.5%.

   - Descriptive statistics of the analyzing labor supply variable

- Descriptive statistics of the analyzing labor supply

Statement	Response	F	%	M	SD	R
You have full knowledge of the number of employees in your department at the hotel.	Strongly Disagree	-	-	4.73	0.51	2
	Disagree	1	0.6			
	Neutral	2	1.2			
	Agree	36	22.4			
	Strongly Agree	122	75.8			
	Total	161	100.0			
You have full knowledge of the skills possessed by employees in your department at the hotel.	Strongly Disagree	-	-	4.51	0.60	4
	Disagree	1	0.6			
	Neutral	6	3.7			
	Agree	64	39.8			
	Strongly Agree	90	55.9			
	Total	161	100.0			
You have full knowledge of the qualifications of employees in your department at the hotel.	Strongly Disagree	1	0.6	4.24	0.80	6
	Disagree	6	3.7			
	Neutral	13	8.1			
	Agree	74	46.0			
	Strongly Agree	67	41.6			
	Total	161	100.0			
You have full knowledge of the benefits of employees in your department at the hotel.	Strongly Disagree	-	-	4.37	0.67	5
	Disagree	2	1.2			
	Neutral	12	7.5			
	Agree	72	44.7			
	Strongly Agree	75	46.6			
	Total	161	100.0			
You have full knowledge of the level of performance of employees in your department at the hotel.	Strongly Disagree	-	-	4.77	0.48	1
	Disagree	1	0.6			
	Neutral	2	1.2			
	Agree	29	18.0			
	Strongly Agree	129	80.1			
	Total	161	100.0			
You have knowledge of the positions held by employees in your department at the hotel.	Strongly Disagree	-	-	4.64	0.56	3
	Disagree	1	0.6			
	Neutral	4	2.5			
	Agree	47	29.2			
	Strongly Agree	109	67.7			
	Total	161	100.0			
Overall				4.54	0.466	

F= Frequency   M= Mean   SD= Std. Deviation   R= Rank

Table showed that:

- ▪ **"You have full knowledge of the level of performance of employees in your department at the hotel."** comes at a first rank with a mean (4.77) and std. Deviation of (0.48).

▪ **"You have full knowledge of the number of employees in your department at the hotel."** comes at a second rank with a mean (4.73) and std. Deviation of (0.51).

▪ **"You have knowledge of the positions held by employees in your department at the hotel."** comes at a third rank with a mean (4.64) and std. Deviation of (0.56).

▪ **"You have full knowledge of the skills possessed by employees in your department at the hotel."** comes at a fourth rank with a mean (4.51) and std. Deviation of (0.60).

▪ **"You have full knowledge of the benefits of employees in your department at the hotel."** comes at a fifth rank with a mean (4.37) and std. Deviation of (0.67).

▪ **"You have full knowledge of the qualifications of employees in your department at the hotel."** comes at a last rank with a mean (4.24) and std. Deviation of (0.80).

In general, all the above results agree with Hayes, (2024) and Mahapatro, (2021), who confirmed that the initial stage in human resource planning involves identifying the current supply of human resources within the hotel. During this phase, the hotel managers and heads of departments thoroughly assess the organization's workforce in terms of employee count, skills, qualifications, positions, benefits, and performance levels. This analysis provides a comprehensive understanding of the existing human resources within the hotel. The total mean of the analyzing labor supply was (4.54) with a standard deviation of (0.466), which indicated a high degree of agreement for all the analyzing labor supply phrases which means that this variable has a high level. According to the above results, it can be found that analyzing labor supply has no statistical effect on the human resources planning in Egyptian hotels. This means that the study's second objective, which was to demonstrate this relationship, has been achieved, which is to "Obj2: To illuminate the impact of analyzing labor supply in developing and implementing the plan of HR. in Egyptian hotels.". Furthermore, the second question of the current study was answered: " Q2: What is the impact of analyzing labor supply in developing and implementing the plan of HR in Egyptian hotels?".

- **Forecasting labor demand in hotels**

- Validity of forecasting labor demand in hotels variable

- Factor analysis of the forecasting labor demand in hotels variable

Statements	Loading
You have knowledge of potential promotions for employees in your department at the hotel.	0.658
You have knowledge of the retirement statuses of employees in your department at the hotel.	0.604
Sometimes you lay off employees from your department at the hotel.	0.937
You believe that artificial intelligence may replace some of your hotel department employees.	0.962
In general, you believe that technological progress will affect the nature of work in your hotel department.	0.602
Sums of squared loadings	**0.753**

Table shows that all statements scores ranged between 0.602 and 0.962 where it is bigger than 0.6 (Yong & Pearce, 2013). Hence, it is statistically valid. Furtheremore, the previous five statements are responsible for the variance in forecasting labor demand in hotels with a percentage of 75.3 % .

- **Descriptive statistics of the forecasting labor demand in hotels variable**

- Descriptive statistics of the forecasting labor demand in hotels

Statement	Response	F	%	M	SD	R
You have knowledge of potential promotions for employees in your department at the hotel.	Strongly Disagree	20	12.4	**3.25**	**1.26**	**5**
	Disagree	22	13.7			
	Neutral	46	28.6			
	Agree	43	26.7			
	Strongly Agree	30	18.6			
	Total	**161**	**100.0**			
You have knowledge of the retirement statuses of employees in your	Strongly Disagree	21	13.0	**3.45**	**1.32**	**3**
	Disagree	16	9.9			
	Neutral	35	21.7			

Statement	Response	F	%	M	SD	R
department at the hotel.	**Agree**	48	29.8			
	Strongly Agree	41	25.5			
	Total	**161**	**100.0**			
Sometimes you lay off employees from your department at the hotel.	**Strongly Disagree**	24	14.9	**3.36**	**1.33**	**4**
	Disagree	14	8.7			
	Neutral	41	25.5			
	Agree	44	27.3			
	Strongly Agree	38	23.6			
	Total	**161**	**100.0**			
You believe that artificial intelligence may replace some of your hotel department employees.	**Strongly Disagree**	6	3.7	**3.52**	**1.17**	**2**
	Disagree	32	19.9			
	Neutral	35	21.7			
	Agree	48	29.8			
	Strongly Agree	40	24.8			
	Total	**161**	**100.0**			
In general, you believe that technological progress will affect the nature of work in your hotel department.	**Strongly Disagree**	11	6.8	**3.90**	**1.15**	**1**
	Disagree	10	6.2			
	Neutral	19	11.8			
	Agree	65	40.4			
	Strongly Agree	56	34.8			
	Total	**161**	**100.0**			
Overall				**3.51**	**0.884**	

Table showed that:

- ▪ **"In general, you believe that technological progress will affect the nature of work in your hotel department."** comes at a first rank with a mean (3.90) and std. Deviation of (1.15).

- **"You believe that artificial intelligence may replace some of your hotel department employees."** comes at a second rank with a mean (3.52) and std. Deviation of (1.17).

- **"You have knowledge of the retirement statuses of employees in your department at the hotel."** comes at a third rank with a mean (3.45) and std. Deviation of (1.32).

- **"Sometimes you lay off employees from your department at the hotel."** comes at a four rank with a mean (3.36) and std. Deviation of (1.33).

- **"You have knowledge of potential promotions for employees in your department at the hotel."** comes at a last rank with a mean (3.25) and std. Deviation of (1.26). This result agrees with Ali, (2019), who confirmed that planning in human resources involves the process of predicting future requirements for human resources in hotels.

In general, all the above results agree with Hayes, (2024); Bhattacharya & Bhattacharya (2023), and Mahapatro, (2021), who confirmed that the second stage in the HRP process involves projecting the future workforce requirements of the hotel. During this step, the hotel managers and heads of departments take into account various factors such as potential promotions, retirements, layoffs, and transfers that may impact the future needs of the hotel. External conditions that affect labor demand, such as technological advancements that could increase or decrease workforce requirements, are also considered. The total mean of the forecasting labor demand in hotels was (3.51) with a standard deviation of (0.884), which indicated a high degree of agreement for all the forecasting labor demand in hotels phrases which means that this variable has a high level. According to the above results, it can be found that forecasting labor demand in hotels has no statistical effect in developing and implementing a plan of HR in Egyptian hotels .This means that the study's third objective, which was has To know the impact of forecasting labor demand in developing and implementing a plan of HR in Egyptian hotels been achieved , Furthermore, the third question of the current study

was answered: "Q3 : What is the impact of forecasting labor demand in developing and implementing a plan in Egyptian hotels?".

4 Correlations between study variables

Lehman (2005) discovered that when reading Pearson's correlation coefficient, values in the range of $-1 \leq r \leq 1$ indicate a higher monotonic relationship. Furthermore, the degree of correlation strength can be defined as follows:

- **0 < 0.2**   **"Very weak"**
- **0.20 – 0.39**   **"Weak"**
- **0.40 – 0.59**   **"Moderate"**
- **0.60 – 0.79**   **"Strong"**
- **0 > 0.80**   **" Very strong"**

- Correlations between study variables

Variables		**ALS**	**FLD**	**DI**
ALS	**Pearson Correlation**	1	.150	-.103-
	Sig. (2-tailed)		.057	.192
	N	161	161	161
FLD	**Pearson Correlation**	.150	1	.127
	Sig. (2-tailed)	.057		.107
	N	161	161	161
DI	**Pearson Correlation**	-.103-	.127	1
	Sig. (2-tailed)	.192	.107	
	N	161	161	161

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

ALS = Analyzing labor supply,

FLD = Forecasting labor demand,

DI = Developing and implementing a plan for Egyptian hotels,

Table 3.16 revealed the following relationship between each pair of variables:

Low correlation (definite but small relationship):

➢ Analyzing labor supply in hotels and Developing and implementing a plan for hotels in Egyptian hotels variables (r= 0.103, P= 0. 192).

➢ Forecasting labor demand in hotels and Developing and implementing a plan for Egyptian hotels

(r= .127, P= .107).

According to the above outcomes, the first question of the current study was responded: Q1: What is the role of human resources planning (HRP) in Egyptian hotels?
As well as, the first objective of the current study was answered:
Obj1: To identify the role of human resources planning (HRP) in Egyptian hotels. Human resources are often seen as one of the most important assets of tourism and hospitality organizations. To agree with Kusluvan, S, et al (2010)

8. CONCLUSION

With regard to studying the impact of human resources planning in Egyptian hotels applications, the research reached some results, and the following is a presentation of the conclusion points:

➢ The majority of participants (56.5%) in Luxor and Aswan hotels are from youth category (Less than 40 years).
➢ The vast majority of participants (72%) in Luxor and Aswan have a higher educational qualification (Bachelor's degree).
➢ The majority of hotel managers (59.6%) in Luxor and Aswan have high experience (More than 10 years) in hotel work.
➢ The vast majority of hotel managers (70.2%) in Luxor and Aswan are from (International Hotel Chain).
➢ The vast majority of hotel managers are fully aware of the level of performance of employees in their hotels.
➢ The vast majority of hotel managers are fully aware of the number of employees in their hotels.
➢ The results confirmed that hotel managers are aware of the positions held by employees in their hotels.
➢ The results confirmed that hotel managers are fully aware of the skills possessed by employees in their hotels.
➢ The vast majority of hotel managers are fully aware of the qualifications of employees in their hotels.
➢ The vast majority of hotel managers are fully aware of potential promotions for employees in their hotels.

➢ The vast majority of hotel managers have a plan to forecast the demand for workers in their hotels.

➢ The results showed that all hotel employees use their strengths effectively in their current roles in the hotel.

➢ The vast majority of hotel managers train hotel employees on the new skills that need to be acquired in their hotels.

➢ The results confirmed that hotel managers are always looking to improve the workforce in their hotels.

➢ The vast majority of hotel managers ensure that hotel employees are committed to achieving the hotel goals in their hotels.

- **Limitation and future research**

The current research has several specific and diverse limitations, but it identifies opportunities for future studies. This research was limited to managers and heads of departments of four- and five-star hotels located in Luxor and Aswan governorates. Therefore, we call on future researchers to focus on other regions. We also call on future researchers to study the impact of artificial intelligence AI on human resources planning in Egyptian hotels.

-Research recommendations

Based on the previous results:

- The human resources department is influential and is considered the nerve center in the hotel and institutions. Therefore, they must provide the required training and select employees at the appropriate time and place in the appropriate number.

- by cooperate with Ministry of Tourism and Ministry of Higher Education to provide for hotel workers workshops and training courses and printing educational brochures.

- Providing courses and psychological rehabilitation for the Human Resources Department to keep pace with development and acquire the necessary skills to carry out the tasks required of them in the best possible way.

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