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The impact of investment in human capital in the tourism sector on job performance

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***Abstract*---**This study aims to evaluate the impact of investment in human capital in the tourism sector on job performance, focusing on the Renaissance Hotel in Tlemcen in western Algeria and the Marriott Hotel in Constantine in eastern Algeria. The study is divided into two variables: the independent variable, human capital investment, which includes five dimensions (human capital planning, human capital recruitment, human capital compensation, human capital development, and human capital evaluation), and the dependent variable, job performance, measured through four dimensions (cognitive performance, behavioural performance, skill performance, and financial performance). Several appropriate statistical methods were employed using the Statistical Package for the Social Sciences (SPSS), version 26. Various data collection methods were also used, including observation and interviews with managers, department heads, and employees at the two hotels. Additionally, various documents, data, and actual information were analysed. A total of 360 questionnaires were distributed to a statistical population of 411, representing a sample size of 87.59%. The study found a significant correlation between the two variables, as well as a significant impact of human capital investment on job performance.

***Keywords*---**Human capital, investment, tourism sector, hotel, job performance.

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Introduction

The tourism sector is considered one of the most prosperous sectors due to globalisation, which has made the world a smaller place. The Maldives, in the Indian Ocean, is one of the countries most dependent on tourism, with 40% of its economy reliant on its beaches, tourist resorts, and high-quality services that attract visitors. Additionally, many countries in the Middle East and North Africa are experiencing increasing growth in tourism, particularly Egypt and Tunisia, thanks to significant investments in the sector and improvements in service quality.

Since Algeria's economy relies almost entirely on hydrocarbons, it is crucial for the country to shift towards one of the key alternative sectors to revitalise the national economy and gradually reduce its dependency on the hydrocarbon sector. This can be achieved by adopting a strategy focused on promoting the tourism sector. The success of this sector depends on investment in human capital, through the recruitment of skilled professionals, specialised training, and the preparation of human resources to enhance job performance. Human capital is one of the most valuable assets of any organisation, whether in the tourism or hospitality sectors. The value and effectiveness of human capital can be increased through the development of skills and capabilities, as well as through fostering motivation to work.

Leading countries in this field rely on the development of various standards related to the tourism sector, such as business climate, investment, security, health, hygiene, and competencies within the tourism sector, in addition to job creation. The importance of the sector to any country's economy is also linked to price competitiveness, environmental policies, the availability of transportation services, and the assurance of these services across various means. However, in comparison to these standards, Algeria remains far behind global rankings, despite efforts by the state to address deficiencies in the tourism sector.

Numerous examples illustrate the impact of human capital investment on achieving economic and social growth. Countries like China and Japan in East Asia, and even Canada and the United States, have achieved high economic growth rates and overcome the barriers of ignorance and underdevelopment, securing prominent positions among the world's nations. This success is largely due to their investment in human capital, whether by attracting talent from around the world or by developing their domestic workforce. Furthermore, the significant scientific progress the world is witnessing today in fields such as information technology, computing, electronics, and telecommunications can largely be attributed to the development of human capital skills and capabilities (Research and Studies Centre in Riyadh, 2007, p. 07).

Based on this reasoning, tourism institutions in particular, and the tourism sector in general, are compelled to invest in human capital to enhance job performance and compete with neighbouring countries in the tourism field. This would enable Algeria to benefit from the tourism sector as an alternative to hydrocarbons. In this context, this study seeks to shed light on the impact of human capital investment on job performance in the tourism sector.

Research Problem

This research paper addresses the following question:
To what extent can investment in human capital at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine contribute to improving job performance?

Hypotheses
A set of hypotheses has been formulated, which we believe provide the most probable answers to the research problem and its sub-questions:

- **Main Hypothesis 1**: There is no statistically significant correlation (at a significance level of $\alpha \leq 0.05$) between investment in human capital and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.
- **Main Hypothesis 2**: There is no statistically significant impact (at a significance level of $\alpha \leq 0.05$) of human capital investment in the tourism sector on job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

Study Objectives

According to statistics from the World Tourism Organization, published in January 2020 regarding tourism competitiveness, Algeria ranked 85th globally in 2019. This raises many questions about Algeria's potential to create an alternative economy to hydrocarbons and revitalise the tourism sector in light of these findings.

First: Theoretical Framework
The Nature of Human Capital

Human capital represents a vital axis in the modern labour market, and institutions strive to develop the skills and capabilities of their employees. The concept of human capital encompasses a set of attributes and skills possessed by individuals, enabling them to adapt to the changing challenges of the labour market.

Acquiring and retaining human capital contributes to enhancing individual and collective productivity, thereby achieving the institution's goals more effectively and boosting its competitiveness in the market. Therefore, this chapter will address the conceptual framework of human capital.

I.1. The Concept of Human Capital:

1.1. Linguistically: According to *Lisan al-Arab* by Ibn Manzur, *kafa'a* means to reward or compensate, and *kafi' and kafi'* mean equivalent or equal. The word *kafa'a* means competence, the ability to perform a task, and proper management of it. The term is complex, with its root derived from the Latin word *competence*, which first appeared in 1968 and has various meanings in European languages (Marwan and Kroum, 2018, p. 816).

I.2.1. Terminological Definition:

The concept of competence is multifaceted, with different interpretations depending on the context and application fields. It has evolved significantly in recent years, making it difficult to pin down a unified definition. However, we can say that the concept is closely tied to the workplace; it is only within a practical framework that we can speak of competence. Most definitions, despite their differences, share a common essence, encapsulated by the classic tripartite structure:

- **Knowledge (Savoir)**
- **Practical knowledge (Savoir-faire)**
- **Behavioural knowledge (Savoir-être)**

This is reflected in the following definitions:
Researchers have provided various definitions of competence based on their findings in the fields of management and administration. Among the most notable are Guy Le Boterf and Philippe Zarifian, both pioneers in the study of competence. Le Boterf defined competence as "the ability to mobilise, combine, and coordinate resources within a specific process to achieve a recognised and evaluable outcome, which can be individual or collective" (Le Boterf G, 2000, p. 45). Zarifian Philippe defined it as "an individual's initiative and responsibility when faced with professional situations and different circumstances" (Zarifian, 1999, p. 70). Competence also refers to the human ability required for effective performance, which may encompass a skill, knowledge, personal attribute, or a combination of two or more of these qualities, forming the foundation of business performance (Anne F, Janis, & Michael A, 2005, p. 534). Competence can also be defined as a combination of cognitive, mental, sensory, emotional, and even physical experiences, which collectively enable an individual to tackle and solve a particular problem, whether internal or external to the institution. Hence, competence is a set of experiences, skills, and abilities that the human resource possesses, allowing them to keep pace with the demands of the job (Rikab, 2017, p. 47).

As for the French Standardisation Agency (AFNOR), it defines competence in the standard (750-X50) as the ability demonstrated by an individual to put their knowledge into action. This competence only becomes apparent during work performance, and the way work is organised within the institution plays a significant role in discovering and developing this ability. In general, we can say that an individual's immediate environment significantly influences the specific competences they acquire (Kchat and Barbash, 2017, p. 300). A thorough examination of the concept of competence allows us to deduce its three dimensions.

I.2. The Dimensions of Human Capital:

Competence is a combination of three main dimensions, as explained by (Gramta, Bukhari, and Misrati, 2000, p. 272):

1. **Knowledge:** This refers to the overall knowledge of the institution, both general and specific, whether theoretical or practical, scientific or technical. It is integrated into a reference framework that allows the

institution to direct its activities and operate under particular conditions. This knowledge can be mobilised to bring about various, sometimes contradictory, changes.

2. **Skills or Practical Knowledge:** These are the abilities to execute and perform tasks concretely, following predefined processes and objectives. While skill does not eliminate knowledge, it is not always necessary to explain how proficiency is achieved. This makes skill more implicit and technical, thus harder to transfer.
3. **Behavioural Knowledge:** This refers to an individual's ability to execute tasks and apply their competence excellently. It is linked to the individual's identity, motivation, and willingness to perform tasks to the best of their abilities. Behaviour encompasses identity, management, motivation, and so on.

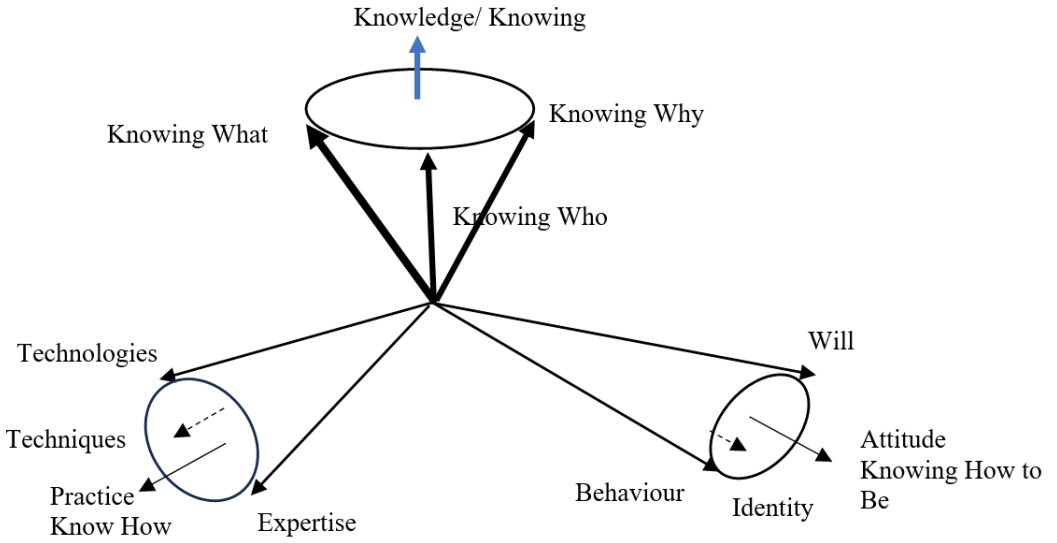
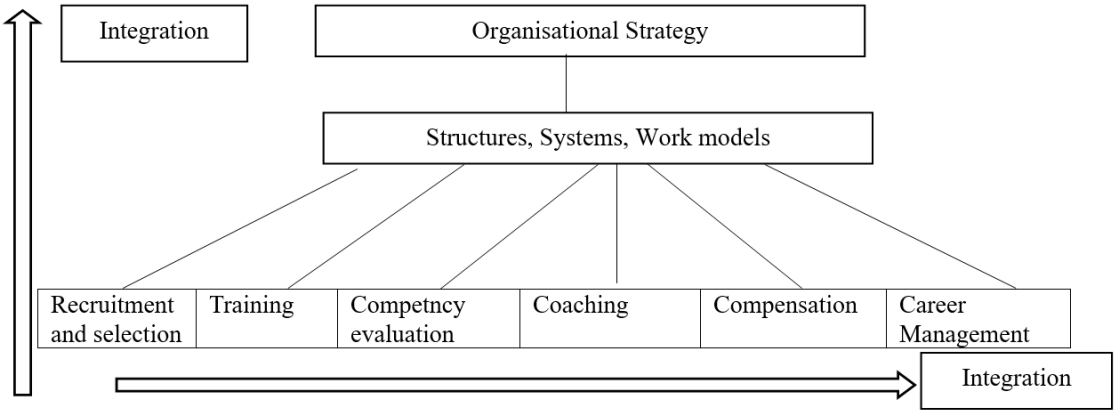


Figure 01: An Exploration of the three categories of Competency Source: Durand T, *Savoir, Savoir-faire, Savoir-être: Rethinking Corporate Competences*, Revue Française de Gestion, France, 2004, p. 23.
Source: Prepared by the researchers.

The previous three types are the most important components of competence.
Competency management has varied definitions, partly due to differing interpretations of 'competence' and because some view it as a subset of human resource management (HRM) rather than an independent function. Broadly, competency management comprises activities aimed at optimising and developing individual and team capabilities to fulfil institutional goals and enhance performance. Tools such as career development, training, recruitment, and selection support organisational objectives rather than act as ends in themselves (Lou Van, 2006, pp. 33-34).

As an HRM function, it seeks to balance organisational competitiveness with workforce employability by mobilising and enhancing employee capabilities (Ben Jaddou, 2013, p. 13). Competency management involves processes to identify,

attract, develop, retain, and reward skilled personnel essential for achieving the institution's objectives (Noe, R.A., Hollenbeck, J.R., Gerhart, B., & Wright, P.M., 2019, p. 264).)



Some scholars consider job performance to be the actions taken rather than results alone, highlighting performance behaviour as job-specific activities that vary by role, though often with shared elements (Al-Nmayyan, 2003, p. 38). Nmadu expands this to include task accuracy, completeness, cost, and timeliness (Nmadu, 2013, p. 13).

Mathis et al. summarise job performance as a combination of quality, efficiency, and effectiveness, where efficiency denotes task completion speed, effectiveness denotes goal achievement, and quality reflects the observable level of work performance (Shanavy, 2021, p. 105)

4-Skills Approach:

This approach evaluates individuals through direct observation in their work environment, assuming capabilities cannot be inferred in advance and must be observed during task performance.

5-Behavioural Approach:

Focusing on behavioural aspects, this approach links organisational performance to developed individual and collective behaviours. However, it is challenging to assess an individual's contribution if behavioural knowledge is isolated from scientific knowledge, as individuals represent a blend of resources.

6-Capabilities Approach:

In this approach, individuals are placed in simulated professional situations to assess their capabilities and engage in exercises that mobilise required skills. This provides key indicators for recruitment and career management, often over extended observation periods (Fatouh, 2022, pp. 43-44)

II. The Relationship between Job Performance and Competency in the Tourism Sector

Many studies indicate a strong relationship between job performance and competency in the tourism sector. For example, a study conducted in Singapore showed a positive correlation between job performance and competency in the tourism sector, where good job performance significantly impacts the improvement of competency and increases employee effectiveness (Tan. C.L & Nasurdin.A.M, 2014, pp. 261-267). Additionally, another study highlighted that excellent job performance can significantly enhance competency in the tourism sector, leading to increased productivity in the tourism organisation and improving the level of service provided (Gupta. S & Shaw. J.D, 2014, pp. 11-19).

Practical Aspect

Based on the study's problem and objectives, a group of employees from the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine were targeted. The total number of employees was estimated at 411, with the Renaissance Hotel employing 231 workers and the Marriott Hotel employing 180 workers.

1. **Study Sample**:
   The nature of the study necessitates the use of probabilistic sampling methods, with random sampling being the most suitable in this case. The sample size was 360 from a total statistical population of 411, representing a sample representation rate of 87.59%.
2. **Study Variables and Model**:
   The study includes the following variables:
   - **Independent Variable**: Human competencies, expressed in the first section of the questionnaire:
     - **Dimension 1**: Human competency planning
     - **Dimension 2**: Recruitment of human competencies
     - **Dimension 3**: Compensation of human competencies
     - **Dimension 4**: Development of human competencies
     - **Dimension 5**: Evaluation of human competencies
   - **Dependent Variable**: Job performance, expressed in the second section of the questionnaire based on the following four dimensions:
     - **Dimension 1**: Cognitive performance
     - **Dimension 2**: Behavioural performance
     - **Dimension 3**: Skill performance
     - **Dimension 4**: Financial performance

The study variables can be represented in the following figure, which is considered the hypothetical research model:

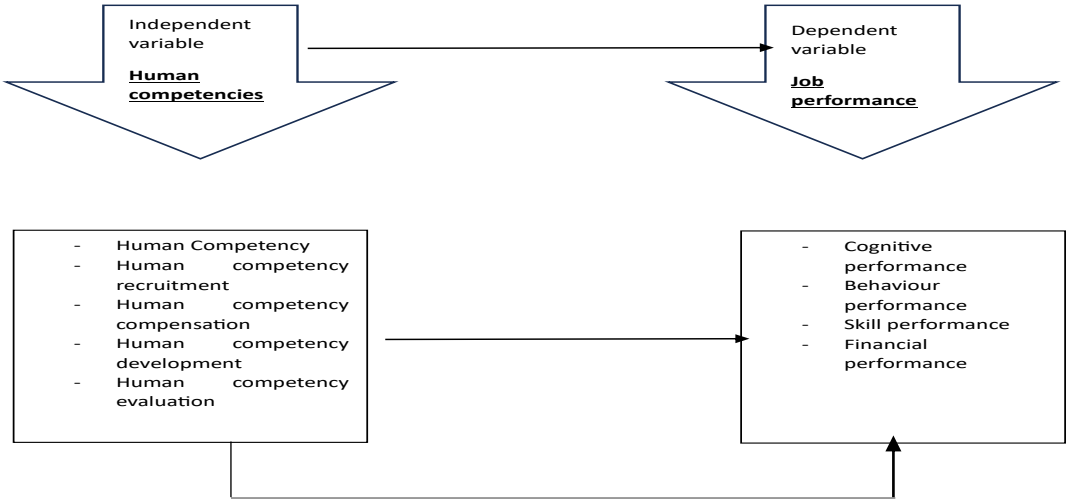


Figure 03: Study Model: *Source: Prepared by the researchers*
Source: Prepared by the researchers

3. **Reliability of the Study Tool**
Reliability refers to the degree to which the research measure (the questionnaire) yields the same results when the test is repeated. This means that the same results should be obtained if the questionnaire is re-applied to the same sample under the same conditions at different times. The **Cronbach's alpha** test was used to determine the reliability of the questionnaire sections. The results are presented in **Table 01** as follows:

Table 01: Cronbach's Alpha Reliability and Validity Coefficients			
Section	Items	Cronbach's Alpha	Validity
Human Competencies	40	0.994	0.971
Competency Planning	8	0.989	0.994
Competency Recruitment	8	0.962	0.98
Competency Compensation	8	0.978	0.988
Competency Development	8	0.975	0.987
Competency Evaluation	8	0.993	0.996
Job Performance	8	0.944	0.971
Cognitive Performance	20	0.978	0.988
Behavioural Performance	5	0.986	0.992
Skill Performance	5	0.977	0.988
Financial Performance	5	0.983	0.991
Total	60	0.997	0.998

Source: Prepared by the researchers based on SPSS outputs

4. Testing Study Hypotheses

Following validation of the study tool—ensuring both reliability and validity, critical for data quality and objective hypothesis testing—we proceed to test the hypotheses using data from respondents, deriving and interpreting the results.

5. Analysis and Discussion of Hypothesis Results

5.1 First Main Hypothesis

The first main hypothesis posits no correlation between human capital investment dimensions and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. To test this, we examined correlations between the two variables using correlation analysis, with the hypothesis broken down into specific sub-hypotheses

5.1.1 Testing the First Sub-Hypothesis

The first sub-hypothesis posits no statistically significant correlation between human competency planning and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. To test this, a Spearman's correlation analysis was conducted to assess the presence and strength of any correlation between these variables. The table below presents the results:

Table 02: Correlation Analysis Results between Human Competency Planning and Job

Variable	Job Performance	
	Spearman's Correlation Coefficient Value	Significance Level Sig
Human Competency Planning	0.935	0.000
Significance Level σ > 0.01		

Source: Prepared by the researchers based on SPSS outputs

As shown in **Table 02**, the value of Spearman's correlation coefficient is **0.935**, a positive value. Additionally, the significance level is **0.000**, which is smaller than the significance level of $\alpha \leq 0.01$. This indicates a strong, positive, and statistically significant correlation between human competency planning and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

Based on the above, we reject the null hypothesis and accept the alternative hypothesis, which states that there is a statistically significant correlation between human competency planning and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

5.1.2 Testing the Second Sub-Hypothesis:

The second sub-hypothesis posits no statistically significant correlation between

human competency recruitment and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. To test this, a Spearman's correlation analysis was conducted to evaluate the presence and strength of any correlation between these variables. The table below shows the results:

Variable	Job Performance	
	Spearman's Correlation Coefficient Value	Significance Level Sig
Human Competency Recruitment	0.935	0.000
Significance Level σ > 0.01		

Source: Prepared by the researchers based on SPSS outputs

As shown in Table 03, Spearman's correlation coefficient is 0.935, a positive value, with a significance level of 0.000, which is below the threshold of $\alpha > 0.01$. This indicates a strong, positive, and statistically significant correlation between human competency recruitment and job performance at both the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. Therefore, we reject the null hypothesis **and accept the alternative hypothesis**, affirming a statistically significant correlation between human competency recruitment and job performance at these hotels.

5.2.3 Testing the Third Sub-Hypothesis

The third sub-hypothesis suggests no statistically significant correlation between human competency compensation and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. To test this, Spearman's correlation analysis was conducted to assess both the presence and strength of any correlation between these variables. The table below presents the results of this analysis:

Table 04: Correlation Analysis Results between Human Competency Compensation and Job Performance

Variable	Job Performance	
	Spearman's Correlation Coefficient Value	Significance Level Sig
Human Competency Recruitment	0.991	0.000
Significance Level σ > 0.01		

Source: Prepared by the researchers based on SPSS outputs

As shown in Table 04, Spearman's correlation coefficient is 0.991, a positive value with a significance level of 0.000, which is below the threshold of $\alpha > 0.01$. This result indicates a strong, positive, and statistically significant correlation between human competency compensation and job performance at both the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. Therefore, we reject the

null hypothesis and accept the alternative hypothesis, affirming a statistically significant correlation between the compensation strategy and strategic performance at these hotels.

4.2.5 Testing the Fourth Sub-Hypothesis

The fourth sub-hypothesis posits no statistically significant correlation between human competency development and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. To test this, **Spearman's correlation** analysis was conducted to assess both the presence and strength of any correlation between these variables**.**

Table 05: Correlation Analysis Results between Human Competency Development and Job Performance

Variable	Job Performance	
	Spearman's Correlation Coefficient Value	Significance Level Sig
Human Competency Development	0.991	0.000
Significance Level σ > 0.01		

Source: Prepared by the researchers based on SPSS outputs

As shown in Table 05, Spearman's correlation coefficient is 0.991, a positive value with a significance level of 0.000, which is below the threshold of $\alpha \leq 0.01$. This result indicates a strong, positive, and statistically significant correlation between human competency development and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. Therefore, we reject the null hypothesis and **accept the alternative hypothesis,** confirming a statistically significant correlation between human competency development and job performance at these hotels.

5.2.5 Testing the Fifth Sub-Hypothesis

The fifth sub-hypothesis posits no statistically significant correlation between human competency evaluation and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. To test this, a Spearman's correlation analysis was conducted to assess both the presence and strength of any correlation between these variables. The table below presents the results of this analysis:

Table 06: Correlation Analysis Results between Human Competency Evaluation and Job Performance

Variable	Job Performance	
	Spearman's Correlation Coefficient Value	Significance Level Sig
Human Competency Evaluation	0.956	0.000
Significance Level σ > 0.01		

Source: Prepared by the researchers based on SPSS outputs

As shown in **Table 06**, the value of Spearman's correlation coefficient is **0.956**, a positive value. Additionally, the significance level is **0.000**, which is smaller than the threshold significance level of $\alpha \leq 0.01$. This indicates a strong, positive, and statistically significant correlation between human competency evaluation and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

Based on this, we reject the null hypothesis and **accept the alternative hypothesis**, which states that there is a statistically significant correlation between human competency evaluation and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. Furthermore, based on all the previous results, we reject the null hypothesis and accept the alternative hypothesis, which posits that there is a statistically significant correlation between investment in human competencies and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

5.2 Results of the Analysis and Discussion of the Second Main Hypothesis

The second hypothesis of our study aims to examine whether there is a significant effect relationship between investment in human competencies in the tourism sector and job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. This hypothesis will be tested as follows:
"**There is no statistically significant effect at the significance level ($\alpha > 0.05$) of investment in human competencies in the tourism sector on job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.**"

To validate this hypothesis, we divided it into four sub-hypotheses. We chose to test each sub-hypothesis through simple linear regression analysis and multiple linear regression analysis using the stepwise method, as these are considered most appropriate for such studies. To test each sub-hypothesis, we started with the null hypothesis based on two main criteria:

- If the calculated T-value is less than its tabulated value, or
- If the significance level of the calculated T-value is greater than 0.05, we accept the null hypothesis (H0) and reject the alternative hypothesis (H1). This would indicate that there is no statistically significant effect at the significance level ($\alpha \geq 0.05$) of investment in human competencies on job performance.
- **1. Testing the First Sub-Hypothesis:**
- **Analysis of Variance (ANOVA)** was used to confirm this hypothesis, and the results are presented in **Table 09**:
- **H021: There is no effect of investment in human competencies in the tourism sector on cognitive performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine at the significance level ($\alpha > 0.05$).**

Table 07: Analysis of Variance (ANOVA) for the Regression of Investment in Human Competencies on Cognitive Performance

Source of Variation	Sum of Squares	Degrees of Freedom (df)	Mean Square	Calculated F-Value	Significance Level (Sig)
Regression	555.448	1	555.448	5722.193	0.000
Error	30.868	318	0.097		
Total	586.315	319	/		

Significance level (α > 0.05) *Source: Prepared by the researchers based on SPSS outputs*

From the results shown in **Table 07**, the validity of the model for testing the first sub-hypothesis is confirmed, as the calculated **F-value** reached **5722.193** with a probability value of **0.000**, which is smaller than the tabulated **F-value**. This confirms the validity of the model for testing the first sub-hypothesis, which was later tested using the **simple linear regression** method to determine the relationship between the dependent variable (cognitive performance) and the independent variable (investment in human competencies). The key results of this analysis are summarised in the following table:

Table 08: Regression Analysis Results of the Effect of Investment in Human Competencies on Performance Improvement

Constant	(R) Correlation Coefficient	(R^2) Coefficient of Determination	Unstandardised Coefficients		Standardised Coefficients	Calculated T	Significance Level (Sig)T
Constant			B	Standard Error	Beta		
Investment in Human Competencies	0.973	0.947	1.097	0.066	/	16.671	0
			1.209	0.016	0.973	75.645	0

Significance level (α > 0.05) *Source: Prepared by the researchers based on SPSS outputs*

The data in **Table 08**indicates a statistically significant relationship between the independent variable, *investment in human competencies*, and the dependent variable, *cognitive performance*, in the organisation under study, thus confirming the existence of a significant role between them. The significance of this relationship is affirmed by the calculated **T-value** of **75.645** with a significance level of **0.000**. Additionally, the correlation coefficient was estimated at **0.973**, indicating a strong positive correlation between the two variables. We also observe that the coefficient of determination (**R^2**) equals **0.947**, meaning that **94.7%** of the changes in cognitive performance are attributed to changes in investment in human competencies. The degree of effect **β** was calculated at **0.973**, meaning that a one-unit increase in the level of investment in human competencies leads to a **0.973** increase in cognitive performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

Based on these results, we reject the null hypothesis (**01**) and **accept the alternative hypothesis,** which states that there is a statistically significant effect at the significance level (α > 0.05) of investment in human competencies on

cognitive performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

Table 09: Results of the Regression Analysis for the Impact of Investment in Human Competencies on Performance Improvement

Model	(R) Correlation Coefficient	(R^2) Coefficient of Determination	Unstandardised Coefficients		Standardised Coefficients	Calculated T	Significance Level (Sig)T
Constant			B	Standard Error	Beta		
Investment in Human Competencies	0.973	0.947	1.097	0.066	/	16.671	0
			1.209	0.016	0.973	75.645	0

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The data in **Table 09** indicates a statistically significant relationship between the independent variable, investment in human competencies, and the dependent variable, cognitive performance, within the organisation studied, confirming a meaningful association between them. This relationship is supported by the calculated T-value of 75.645 with a significance level of 0.000. Furthermore, the correlation coefficient is 0.973, indicating a strong positive correlation. The coefficient of determination (R^2) is 0.947, showing that 94.7% of the variance in cognitive performance is explained by changes in investment in human competencies. The effect size (β) is 0.973, meaning each unit increase in investment in human competencies results in a 0.973 increase in cognitive performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

Based on these results, we reject the null hypothesis (H0) and accept the alternative hypothesis, affirming a statistically significant effect of investment in human competencies on cognitive performance at the significance level ($\alpha > 0.05$) at both hotels. Multiple regression analysis using the stepwise method was applied to exclude independent variables that do not contribute to explaining the dependent variable.

Table 10: Results of the Stepwise Multiple Regression Analysis to Identify the Most Influential Dimensions of Investment in Human Competencies for Improving Cognitive Performance

Independent Variable	B value	test T		F test		Correlation Coefficient (R)	Correlation Coefficient (R)R2
		T Value	Sig level	F value	Sig level		
Constant	0.263	4.446	0.000	5646.398	0	0.993	0.986
Human Competency Planning	0.179	3.278	0.001				
Human Competency Recruitment	0.204	2.035	0.043				
Human Competency Compensation	0.947	18.077	0.000				
Human Competency Evaluation	0.390	17.949	0.000				

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The results in **Table 10** show that among the dimensions of investment in human competencies (Human Competency Planning, Human Competency Recruitment, Human Competency Compensation, and Human Competency Evaluation), all contribute to cognitive performance except for Human Competency Development at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. The correlation coefficient reached 0.993, indicating a strong positive correlation between the mentioned dimensions. The coefficient of determination (R^2) was 0.986, meaning that the dimensions of Human Competency Planning, Recruitment, Compensation, and Evaluation explain 98.6% of the changes in cognitive performance.

An increase of one unit in Human Competency Planning leads to an increase in cognitive performance by 0.179. Additionally, the T-value for the Human Competency Recruitment dimension was 2.035, with a significance level of 0.043, and the effect size β was 0.204. This means that an increase of one unit in Human Competency Recruitment leads to an increase in cognitive performance by 0.204.

The T-value for the Human Competency Compensation dimension was 18.077, with a significance level of 0.000, and the effect size β was 0.947. This indicates that an increase of one unit in Human Competency Compensation leads to an increase in cognitive performance by 0.947. Finally, the T-value for the Human Competency Evaluation dimension was 17.949, with a significance level of 0.000, and the effect size β was 0.390. This means that an increase of one unit in

Human Competency Evaluation leads to an increase in cognitive performance by 0.390.

2-Testing the Second Sub-Hypothesis

Analysis of Variance (ANOVA) was used to verify this hypothesis, and **Table 12** shows the model's validity for testing **H022**: There is no effect of investment in human competencies in the tourism sector on behavioural performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine at the significance level ($\alpha > 0.05$).

Table 11: Analysis of Variance for the Regression of Investment in Human Competencies on Behavioural Performance

Source of Variation	Sum of Squares	Degrees of Freedom (df)	Mean Square	Calculated F-Value	Significance Level (Sig)
Regression	383.473	1	383.473	8559.757	0.000
Error	14.246	318	0.045	8559.757	
Total	397.72	319	/	8559.757	

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The results in **Table 11** confirm the model's validity for testing the second sub-hypothesis. The calculated F-value of 5722.193 exceeds the tabulated F-value, with a significance level of 0.000, affirming the model's suitability for testing the second sub-hypothesis. This hypothesis was further examined using simple linear regression to assess the relationship between the dependent variable (behavioural performance) and the independent variable (investment in human competencies).

The key results are summarised in the following table (12):

Model	Coefficient of variance R	Coefficient of determination R^2	Unstandardised coefficient		Standardised coefficient	Calculated T	SIG T
Constant			**B**	Standard error	Beta		
Investment in Human Competencies	0.982	0.964	0.062	0.045	/	1.392	0.165
			1.004	92.519	0.982	92.519	0.000

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The data in **Table 12** shows a statistically significant relationship between *investment in human competencies* (independent variable) and *behavioural performance* (dependent variable) in the organisation. The **T-value** of **92.519** with a significance level of **0.000** confirms this significance. The correlation coefficient of **0.982** indicates a strong positive relationship, and the **R^2** value of **0.964** suggests that **96.4%** of the changes in behavioural performance are due to investment in human competencies. The **β** value of **0.982** means that a one-unit increase in investment leads to a **0.982** increase in behavioural performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

As a result, the null hypothesis (**H01**) is rejected, and the alternative hypothesis is accepted: there is a statistically significant effect of investment in human competencies on behavioural performance at the significance level ($\alpha > 0.05$). to identify the most influential dimension of *investment in human competencies* on behavioural performance, a **stepwise multiple regression analysis** was conducted to remove irrelevant independent variables.

Table 13: Results of the Stepwise Multiple Regression Analysis to Identify the Most Influential Dimensions

Independent Variable	B Value	T test		F Test		Correlation Coefficient (R)	Coefficient of Determination (R^2)
		T Value	Significance Level	F Value	Significance Level		
Constant	0.21	4.507	0.613	7320	0.000	0.996	0.991
Human Competency Planning	0.101	2.779	0.006				
Human Competency Recruitment	0.239	3.463	0.001				
Human Competency Compensation	0.129	3.203	0.002				
Human Competency Development	0.153	1.977	0.049				
Human Competency Evaluation	0.639	20.773	0.000				

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The results in **Table 13** indicate that all dimensions of investment in human competencies contribute positively to behavioural performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. The correlation coefficient of 0.996 signifies a strong positive association among these dimensions. The coefficient of determination (R^2) is 0.991, suggesting that 99.1% of the variance in behavioural performance is explained by these dimensions.

The T-value for human competency planning is 2.779 with a significance level of 0.006, and an effect size (β) of 0.101, meaning that each one-unit increase in competency planning contributes to a 0.101 improvement in behavioural performance. For competency recruitment, the T-value is 3.463 (p = 0.001) with β = 0.239, indicating that a one-unit increase in recruitment correlates with a 0.239 increase in performance.

For competency compensation, the T-value is 3.203 (p = 0.002) and β = 0.129, showing that each one-unit rise in compensation leads to a 0.129 improvement. Competency development has a T-value of 1.977 (p = 0.049) with β = 0.153, implying a 0.153 increase in performance for each unit rise in development efforts. Lastly, for competency evaluation, the T-value is 20.773 (p = 0.000) with β = 0.639, indicating that each additional unit of competency evaluation enhances behavioural performance by 0.639

3-Testing the Third Sub-Hypothesis:

Analysis of variance (ANOVA) was used to confirm the validity of the model for testing this hypothesis. Table 15 presents the results for H023, which states that there is no effect of investment in human competencies within the tourism sector on skill performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine at a significance level of ($\alpha > 0.05$).

Table 14: Analysis of Variance for Regression of Investment in Human Competencies on Skill Performance

Source of Variation	Sum of Squares	Degrees of Freedom (df)	Mean Square	Calculated F-Value	Significance Level (Sig)
Regression	509.808	1	509.808	11049.214	0.000
Error	14.672	318	0.046		
Total	524.480	319	/		

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The results in **Table 14** confirm the model's validity for testing the third sub-hypothesis. The calculated F-value is 11,049.214, with a significance level of 0.000, which is higher than the tabulated F-value. This confirms the model's suitability for testing the third sub-hypothesis. Subsequently, simple linear regression was used to examine the relationship between the dependent variable (skill performance) and the independent variable (investment in human competencies). The key results are summarised in Table 16.

Table 15: Results of the Regression Analysis Test for the Impact of Investment in Human Competencies on Improving pweformance

Model	R (Correlation Coefficient)	R^2	Unstandardised Coefficients		Standardised	Calculated T	Sig Level
Constant			B	Standard Error	Beta		
Investment in Human Competencies	0.986	0.972	0.849 1.158	0.045 0.011	/ 0.982	18.721 105.115	0 0

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The data in **Table 15** shows a statistically significant relationship between investment in human competencies and skill performance at the two hotels studied, confirming a meaningful association. This is supported by a calculated T-value of 105.115 (p = 0.000) and a strong positive correlation coefficient of 0.986. The coefficient of determination (R^2) is 0.972, indicating that 97.2% of the variance in skill performance can be attributed to changes in investment in human competencies. The effect size (β) is 0.986, meaning that a one-unit increase in investment in human competencies results in a 0.986 increase in skill performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

Based on these results, we reject the null hypothesis (H0) and accept the alternative hypothesis, affirming a statistically significant effect of investment in human competencies on skill performance at a significance level of (α >0.05). To determine the most influential dimensions of investment in human competencies on skill performance, a stepwise multiple regression analysis was applied, excluding variables that do not significantly contribute to explaining the dependent variable.

Table 16: Results of the Stepwise Multiple Regression Analysis to Identify the Most Influential Dimensions of Investment in Human Competencies for Improving Skill Performance

Independent Variable	B value	T-Test		T-Test		Correlation Coefficient (R)	Coefficient of Determination (R^2)
		T Value	Significance level (Sig)	F-value	Significance Level (Sig)		
Constant	0.211	5.512	0.000				
Competency Planning	0.287	12.152	0.000				
Competency Compensation	0.375	11.229	0.000	13406.164	0.000	0.997	0.994

Independent Variable	B value	T-Test		T-Test		Correlation Coefficient (R)	Coefficient of Determination (R^2)
		T Value	Significance level (Sig)	F-value	Significance Level (Sig)		
Competency Devlopement	0.568	8.177	0.000				
Competency Evaluation	0.314	11.137	0.000				

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

Table 16 results indicate that, among the dimensions of investment in human competencies—competency planning, compensation, development, and evaluation—all contribute to skill performance except recruitment at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. The correlation coefficient is 0.997, with an R^2 of 0.994, meaning that 99.4% of skill performance variance is explained by these dimensions.

For competency planning, the T-value is 0.000, with an effect size (β) of 0.287, indicating a 0.287 increase in skill performance per unit increase in planning. Competency compensation has a T-value of 11.229 ($p = 0.000$) and $\beta = 0.357$. Competency development shows a T-value of 8.177 ($p = 0.000$) with $\beta = 0.568$, while competency evaluation has a T-value of 11.137 ($p = 0.000$) and $\beta = 0.314$, indicating respective increases in skill performance per unit increase in each dimension.

4-Testing the Fourth Sub-Hypothesis

Analysis of Variance (ANOVA) was used to verify the model's validity for testing this hypothesis. **Table 17** shows the results for **H024**, which states: *There is no statistically significant effect of investment in human competencies in the tourism sector on financial performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine at the significance level ($\alpha > 0.05$).*

Table 17: Analysis of Variance for the Regression of Investment in Human Competencies on Financial Performance

Variation	Sum of Squares	Degrees of Freedom (df)	Mean Square	Calculated F-Value	Significance Level (Sig)
Regression	543.739	1	543.739	4415.42	0.000
Error	39.16	318	0.123		
Total	582.899	319	/		

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The results in **Table 17** confirm the model's validity for testing the fourth sub-hypothesis. The calculated F-value of 5722.193, exceeding the tabulated F-value with a significance level of 0.000, indicates the model's suitability. The hypothesis

will be further examined using simple linear regression to assess the relationship between the dependent variable (financial performance) and the independent variable (investment in human competencies). Key results are summarised in **Table 18**.

Table 18: Results of the Regression Analysis Test for the Impact of Investment in Human Competencies on Improving Financial Performance

Model	(Correlation Coefficient) R	R^2 (Coefficient of Determination):	Unstandardised Coefficients (B)		Standardised Coefficients	T (Calculated):	Significance Level (Sig):
Constant			B	Standard Error	Beta		
Investment in Human Competencies	0.966	0.933	1.236	0.074	/	16.678	0.000
			1.196	0.018	0.966	66.449	0.000

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The data in **Table 18** indicates a statistically significant relationship between the independent variable (investment in human competencies) and the dependent variable (financial performance) in the studied organisation. The calculated T-value of 66.449 ($p = 0.000$) confirms this relationship, with a correlation coefficient (R) of 0.966, indicating a strong positive correlation. The R^2 value of 0.933 shows that 93.3% of the variation in financial performance is explained by investment in human competencies, and the effect size (β) of 0.966 suggests that a one-unit increase in investment leads to a 0.966 increase in financial performance at both the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

Based on these results, we reject the null hypothesis (H01) and a**ccept the alternative hypothesis, affirming a statistically significant effect of investment in human competencies on financial performance** at a significance level of ($\alpha > 0.05$). To determine the most influential dimensions, a stepwise multiple regression analysis was conducted to exclude independent variables that did not contribute to explaining the dependent variable.

Table 19: Results of the Multiple Regression Analysis (Stepwise) to Identify the Most Influential Dimensions of Investment in Human Competencies in Improving Financial Performance

Independent Variable	B value	T-Test		T-Test		Correlation Coefficient (R)	Coefficient of Determination (R^2)
		T Value	Significance level (Sig)	F-value	Significance Level (Sig)		
Constant	0.182	3.211	0.001				
Competency Planning	0.624	11.901	0.000				
Competency	0.811	8.418	0.000	6082.554	0.000	0.994	0.987

Independent Variable	B value	T-Test		T-Test		Correlation Coefficient (R)	Coefficient of Determination (R^2)
		T Value	Significance level (Sig)	F-value	Significance Level (Sig)		
Recruitment							
Competency Compensation	0.652	12.945	0.000				
Competency Evaluation	0.114	5.443	0.000				

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The results in **Table 19** indicate that among the dimensions of investment in human competencies—competency planning, recruitment, compensation, and evaluation—all contribute to financial performance, except for competency development, at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. The correlation coefficient is 0.994, indicating a strong positive association among the included dimensions. The coefficient of determination (R^2) is 0.987, meaning that competency planning, recruitment, compensation, and evaluation explain 98.7% of the variation in financial performance.

The T-value for competency planning is 11.901 ($p = 0.000$) with an effect size (β) of 0.624, meaning a one-unit increase in planning leads to a 0.624 increase in financial performance. For competency recruitment, the T-value is 8.418 ($p = 0.000$) with $\beta = 0.811$, indicating that a one-unit increase in recruitment results in a 0.811 increase. Competency compensation has a T-value of 12.945 ($p = 0.000$) with $\beta = 0.652$, while competency evaluation shows a T-value of 5.443 ($p = 0.000$) with $\beta = 0.114$, suggesting that each unit increase in evaluation contributes a 0.114 increase in financial performance.

5. Testing the Second Main Hypothesis

Analysis of Variance (ANOVA) was used to verify the model's validity for testing this hypothesis. **Table 52** shows the results for **H02**, which states: ***There is no statistically significant effect of investment in human competencies in the tourism sector on job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine at the significance level ($\alpha > 0.05$).***

Table 20: Analysis of Variance for the Regression of Investment in Human Competencies on Job Performance

Source of Variation	Sum of Squares	Degrees of Freedom (df)	Mean Square	Calculated F-Value	Significance Level (Sig
Regression	495.592	1	495.592	13297.835	0.000
Error	11.851	318	0.037		
Total	507.443	319	/		

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The results in **Table 20** confirm the model's validity for testing the second main hypothesis. The calculated **F-value** was **13297.835** with a significance level of **0.000**, which demonstrates the model's suitability for testing the second main hypothesis. This will later be tested using **simple linear regression** to determine the relationship between the dependent variable (*job performance*) and the independent variable (*investment in human competencies*). The key results are summarised in the following table:

Table 21: Regression Analysis Results of the Effect of Investment in Human Competencies on Improving Job Performance

Model	R (Correlation Coefficient)	R^2 (Coefficient of Determination)	Unstandardised Coefficients		Standardised Coefficients	T (Calculated)	Significance Level (Sig)
Constant			B	Standard Error	Beta		
			0.780	0.041	/	19.131	0.165
Investment in Human Competencies	0.988	0.977	1.142	0.010	0.988	115.316	0.000

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The data in **Table 21** indicates a statistically significant relationship between the independent variable, *investment in human competencies*, and the dependent variable, *job performance*, in the organisation under study.

This confirms a significant relationship, as shown by the calculated **T-value** of **115.316** with a significance level of **0.000**. The correlation coefficient (**R**) of **0.988** indicates a strong positive correlation between the two variables. The coefficient of determination ($\mathbf{R^2}$) of **0.977** means that **97.7%** of the changes in job performance are explained by changes in investment in human competencies. The effect size (**β**) of **0.988** suggests that a one-unit increase in the level of investment in human competencies leads to a **0.988** increase in job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

Based on these results, we reject the null hypothesis (**H01**) and accept the alternative hypothesis, which states that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of investment in human competencies on job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine.

To identify the most influential dimension of the independent variable *investment in human competencies* on job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine, a **stepwise multiple regression analysis**

was conducted to exclude independent variables that do not contribute to explaining the dependent variable.

Table 22: Results of the Stepwise Multiple Regression Analysis to Identify the Most Influential Dimensions of Investment in Human Competencies in Improving Job Performance

Independent variable	B Value	T Test		F Test		Correlation Coefficient ®	Coefficient of Determination (R^2)
		T value	Significance level (Sig)	F Value	significance level (Sig)		
Constant	0.514	4.980	0.00	16212.273	0.000	0.998	0.996
Human Competency Planning	0.256	9.262	0.00				
Human Competency Recruitment	0.243	4.631	0.00				
Human Competency Compensation	0.452	14.730	0.00				
Human Competency Development	0.155	2.623	0.09				
Human Competency Evaluation	0.373	15.927	0.00				

Significance level ($\alpha > 0.05$) *Source: Prepared by the researchers based on SPSS outputs*

The results in **Table 22** show that all dimensions of investment in human competencies contribute positively to job performance at the Renaissance Hotel in Tlemcen and the Marriott Hotel in Constantine. The correlation coefficient (R) of 0.998 indicates a strong positive relationship, and the coefficient of determination (R^2) of 0.996 shows that 99.6% of the variation in job performance is explained by these dimensions.

- Human Competency Planning: T-value = 9.262, p = 0.000, β = 0.256, indicating a 0.256 increase in job performance per unit increase in planning.
- Human Competency Recruitment: T-value = 4.631, p = 0.000, β = 0.243, meaning a 0.243 increase per unit increase in recruitment.
- Human Competency Compensation: T-value = 14.730, p = 0.000, β = 0.452, indicating a 0.452 increase per unit increase in compensation.
- Human Competency Development: T-value = 2.623, p = 0.009, β = 0.155, showing a 0.155 increase per unit increase in development.
- Human Competency Evaluation: T-value = 4.631, p = 0.000, β = 0.373, indicating a 0.373 increase per unit increase in evaluation.

Conclusion

Human competencies are a fundamental pillar for the success of tourism companies, where qualified teams with the necessary skills are crucial to improving job performance. Investing in human competencies involves planning in the context of a competitive and globalised environment, as well as recruiting and qualifying top talents through the latest training programs. Moreover, there is a relationship between human competencies and job performance in tourism organisations.

Findings:

- The study confirmed a significant positive relationship between the independent variable, *investment in human competencies*, and the dependent variable, *job performance*, through simple and multiple linear regression tests. The results indicate a significant positive impact of the dimensions of *investment in human competencies*, both collectively and individually, on *job performance*.
- There is a statistically significant effect between the respondents' perceptions regarding the study's variables.

Recommendations:

- Strengthen academic curricula that include tourism studies.
- Ensure strategic recruitment of rare talents and attract qualified skills in the hospitality and tourism sectors.
- Provide attractive salaries and incentives.
- Promote continuous training and education using modern training methods.

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