The impact of human resource training on the growth of Egyptian tourism (Case Study)

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Abstract

Human resource training is considered one of the most important drivers of tourism sector development in Egypt, as it contributes to improving service quality, enhancing employees' ability to communicate effectively, and enriching their historical and cultural knowledge, which is directly reflected in tourist satisfaction and a positive tourism experience. As the level of employee training increases, tourism institutions become more capable of competing at both local and international levels, leading to the attraction of more visitors and an increase in tourism revenues, thereby supporting sustainable economic growth. This study aims to measure the impact of human resource training on tourism revenues in Egypt, based on the assumption that developing employees' skills enhances service quality and increases tourist satisfaction, which is directly associated with higher numbers of visitors and increased sector revenues. The results indicate that the reliability coefficients of all study variables ranged between 0.91 and 0.93, reflecting a high level of internal consistency, while descriptive analysis revealed respondents' agreement on the effectiveness of recruitment, training, and motivation practices in supporting the growth of the tourism sector, with mean values ranging from 3.59 to 4.07. One of the most significant findings of the study is the existence of a strong and positive relationship between human resource training and the growth of Egyptian tourism, as training explains 78.7% of the variance in tourism growth, with training and development dimensions having the greatest impact, followed by motivation and recruitment. This confirms that investment in human capital represents a fundamental pillar for enhancing the tourism sector's growth capacity and achieving improved financial performance. Accordingly, the study recommends strengthening recruitment and selection processes through clear criteria to ensure the selection of qualified personnel, developing continuous training programs aligned with the needs of the tourism sector, adopting effective incentive systems, and implementing fair performance evaluation mechanisms to improve employee efficiency and service quality, as well as adopting sustainable strategies for investing in human capital to support the growth of Egyptian tourism and enhance its competitiveness.
Keywords: Human Resources; Tourism Sector Growth; Training and Development; Motivation and Performance Appraisal

1. Introduction

Human capital is one of the most influential factors of production affecting performance quality within organizations; therefore, growing attention has been directed toward personnel management, human resource development, and the utilization of modern technologies to support

these functions as key priorities for contemporary organizations. Human resources have become a primary source of sustainable competitive advantage, particularly in knowledge production and advanced communication technologies. In recent decades, there has been a clear shift toward investing in intellectual capital and developing highly qualified and empowered human resources, as employee training and development contribute to deepening employees' understanding of their roles, enhancing their performance, and equipping them with new skills that improve organizational effectiveness in both the short and long term (Dumay, 2016; Baspous, 2023).Given the growing importance of human resources, the tourism sector emerges as one of the most human-capital-intensive industries, where employee efficiency and performance quality play a decisive role. Tourism represents a dynamic social and economic phenomenon that requires high service standards and a precise understanding of visitors' needs. Accordingly, tourism and hospitality managements have adopted philosophies centered on selecting the best human capital and continuously developing their skills to ensure the delivery of high-quality services that enhance guest satisfaction and strengthen competitiveness in the tourism market. Training is considered one of the fundamental pillars of modern tourism management for both new and existing employees, as it provides specialized and technical skills that contribute to improving service quality and enhancing the overall tourist experience (Darmawan et al., 2025). In this context, the present study aims to highlight the role of training in enhancing the efficiency of human resources working within the Ministry of Tourism and to examine how this is reflected in the growth of the tourism sector. Furthermore, the study seeks to identify the impact of human resource training on Egyptian tourism revenues within a framework that addresses the relationship between investment in training and improved job performance, thereby supporting the sector's capacity for growth and the achievement of greater economic returns.

2. Research Problem

Contemporary business organizations aim, through human resource training, to equip employees with updated knowledge, skills, and modern work methods related to the tasks assigned to them, as well as to improve and develop their capabilities, positively modify their behavior and attitudes, and provide them with the necessary experience to address work-related problems. This reflects the organization's ability to confront challenges and adapt to a rapidly changing environment. Accordingly, organizations seek to implement training activities in a scientific and systematic

manner based on accurate identification of training needs at both the organizational and individual levels, along with continuous monitoring of training effectiveness (Ali et al., 2022). At the individual and organizational levels, some employees in the tourism sector may suffer from a lack of adequate skills and training required to deliver high-quality tourism services. This deficiency can result in unsatisfactory tourism experiences and leave negative impressions among tourists. The tourism sector requires a high level of cultural awareness and mutual understanding to meet the diverse needs and expectations of tourists from different cultural backgrounds. Consequently, employees in the Egyptian tourism sector may face challenges in understanding, interacting with, and respecting the cultural diversity of foreign tourists. In addition, the Egyptian tourism sector may experience a shortage of qualified and well-trained human resources in areas such as hotel management, cultural tourism, and event tourism management, which may negatively affect the sector's ability to meet tourists' needs and provide diverse and attractive tourism experiences. Furthermore, developments in the concept of the hospitality industry and the advancement of tourism and hotel activities—particularly in developed countries and among global hotel chains—have driven organizations to adopt appropriate strategies to achieve competitive advantage by improving service quality through employee training and performance development in specialized fields (Yassin et al., 2022). In light of these challenges, the research problem can be defined through the following main research question:

What is the impact of human resource training on the growth of Egyptian tourism?

"Based on this main research question, the following sub-questions are derived:"

What is the impact of training and development on the growth of Egyptian tourism?

What is the impact of motivation and performance evaluation on the growth of Egyptian tourism?

3. Literature Review

Alharthy, & Nurazmallail. (2020). The impact of training on human resource performance: A study of the Department of Education and Knowledge in Abu Dhabi. This study aims to measure the effect of training on human resource performance at the Department of Education and Knowledge in Abu Dhabi. It emphasizes the importance of human resource management practices by designing and distributing a questionnaire to a random sample. The study employs a descriptive-analytical approach and analyzes data using SPSS. The findings indicate that HR practices, such as compensation, benefits, recruitment, empowerment, and HR planning, positively affect

innovation. Moreover, compensation, benefits, recruitment, and training and development have a positive impact on creativity, highlighting the role of HR practices in enhancing employee innovation.

Eslam, (2020). Challenges faced by human resource managers in hotels in Alexandria, Egypt. This study explores the challenges faced by HR managers in Alexandria hotels and the practices they adopt to overcome them. Using a qualitative approach, the researcher conducted in-depth interviews to gain a rich understanding of HR challenges and practices. The findings reveal key challenges including the overall hotel industry issues in Egypt, shortage of skilled staff, recruitment difficulties, and employee turnover. Additionally, the study discusses coping strategies. Most HR managers reported a lack of skilled personnel, particularly in operational departments requiring technical or physical skills, while others highlighted language skill deficiencies among front-line employees. Approximately two-thirds of HR managers identified a shortage of supervisory skills among middle managers.

Al-Mougy, (2021). The role of green training in achieving sustainable tourism development. This study highlights the importance of green training in improving the efficiency of employees at the Ministry of Tourism. Green training aims to ensure safety, raise awareness, and engage staff in solving environmental problems, with a focus on sustainability for future generations, especially post-COVID-19. The study targeted 68 experts, tourism managers, and ministry staff, using statistical analysis and hypothesis testing. Results revealed barriers to green training, including limited training facilities and insufficient information, and recommended providing green training for both new and existing employees to develop professional capacities toward sustainable leadership.

Elsayed, & Abuelhassan, (2021). The impact of COVID-19 on local tourists' attitudes: A comparative study between Egypt and Jordan. This study compares tourist preferences and behaviors during COVID-19 in Egypt and Jordan. An online survey was distributed via social media and travel agency platforms. Using a descriptive-analytical approach, the study found that COVID-19 significantly affected tourist attitudes and hospitality industry activities, highlighting both similarities and differences between Egyptian and Jordanian tourists.

Abdelrahman, (2021). Crisis management strategies in the Egyptian tourism and hotel sector: The case of COVID-19. This study investigates the impact of strategic planning in mitigating crises in the tourism and hotel sector, emphasizing the importance of strategic planning elements and

effective management. Using a descriptive-analytical approach based on secondary sources and qualitative data, results indicated that strategic planning significantly reduces potential problems, though low staff involvement in planning is an obstacle. Recommendations included proactive planning, involving employees, and adopting strategic planning as a tool to manage crises effectively.

Al-Nashar, (2021). The relationship between human resource management and performance indicators of tourism companies' post-COVID-19. This study examines the effect of human capital on tourism company performance in Alexandria through surveys distributed to managers across different company types. Using a descriptive-analytical approach and multiple regression, results showed that employee skills, creativity, and innovation positively influence performance indicators, highlighting the importance of measuring human capital to enhance sectoral performance.

Abdel Aal, (2022). The impact of information technology systems on developing human resource performance: An applied study on tourism companies in Port Said. This study investigates the role of IT in enhancing HR skills and performance. Using a descriptive approach with questionnaires distributed to a random sample, results indicate that IT improves HR efficiency, facilitates inter-departmental communication, and provides timely information for decision-making.

Morsi, (2023). The effect of governmental training on achieving training objectives in the hospitality industry. This study explores the role of government training for hotel employees, focusing on lower- and mid-level staff and HR managers. Data were collected via structured questionnaires and interviews. Findings revealed that employees often lack awareness of training programs, but perceive training and development as essential for personal and organizational success. Results highlight gaps between current practices and best-practice methodologies, suggesting targeted interventions to align training with organizational needs.

Hassan, et al. (2023). Effectiveness of training programs in Egyptian hotels in improving job competencies. This study investigates the role of training programs in enhancing employee competencies in five-star hotels in Sharm El-Sheikh. Using a random sample survey (750 questionnaires, 669 valid), qualitative analysis showed that training needs are identified via formal performance evaluation, and that intensive training programs improve employee competencies. Recommendations include individual development plans and comprehensive staff databases to enhance training effectiveness.

Darmawan, et al. (2025). The impact of human resource strategies on service quality, sustainable tourism, and economic performance of the millennial generation. This study analyzes the effect of HR strategies on service quality, sustainable tourism, and economic outcomes. Results indicate a positive direct impact on service quality and sustainable tourism, while economic performance is indirectly influenced via these mediators. The study emphasizes strategic HR investment as crucial for sustainable development and economic success, recommending comprehensive HR strategies with a focus on training, development, and environmental practices.

Saifuddin, et al. (2025). "Impact of human resource strategy on service quality, sustainable tourism" investigated the critical relationship between strategic human resource management and the delivery of high-quality services within the framework of sustainable tourism. The primary objective was to evaluate how HR strategies—encompassing recruitment, specialized training, and employee motivation—influence service standards and contribute to long-term tourism sustainability. The findings revealed a significant positive correlation between robust HR strategies and enhanced service quality, demonstrating that well-trained and strategically aligned employees are more capable of meeting visitor needs while adhering to sustainability principles. Consequently, the researchers concluded that effective human resource management is a key driver of visitor satisfaction and competitive advantage. Based on these results, the study recommends that tourism organizations transition toward strategic HR models that integrate sustainability training into their core development programs, ensuring that the workforce is equipped to balance operational efficiency with the preservation of environmental and cultural resources for future growth.

Soumia, & Fethi, (2025) "human resource training as a mechanism to improve service quality and develop the tourism sector in Algeria," examined the strategic role of professional training in elevating service standards and fostering the growth of the Algerian tourism industry. The primary objective was to analyze how systematic training interventions serve as a catalyst for sectoral modernization and increased competitiveness. The findings revealed a direct positive correlation between specialized training programs and the quality of tourism outputs, highlighting that such programs are essential for bridging the skills gap and meeting international service benchmarks. Furthermore, the results indicated that investing in human capital is a fundamental driver for enhancing destination attractiveness and improving the overall visitor experience. Based on these insights, the study recommends the adoption of modern, technology-enhanced training

methodologies and advocates for stronger partnerships between the public and private sectors to align training curricula with evolving market demands. Additionally, the researchers emphasize the necessity of a continuous evaluation framework to ensure that training initiatives effectively contribute to the sustainable development of the tourism sector.

Fotiadis et al. (2025). "Human resource strategies in Greek tourism businesses: perspectives and challenges" aimed to investigate the current strategic human resource management practices within the Greek tourism sector while identifying the primary challenges faced by these businesses. The findings revealed that while Greek tourism enterprises recognize the importance of HR strategies, there is a significant gap between strategy formulation and actual implementation, often hindered by the seasonal nature of the industry and economic constraints. The results also highlighted that effective HR practices, such as employee engagement and flexible management, are crucial for overcoming labor shortages and improving business resilience. Consequently, the study recommends that Greek tourism businesses adopt more formalized and sustainable HR models that prioritize long-term staff retention and professional development. Furthermore, the researchers suggest that policymakers should provide better support frameworks to help small and medium-sized tourism enterprises (SMEs) overcome structural challenges, thereby enhancing the overall competitiveness of the Greek tourism product in the global market.

3.1. Review of previous studies and research gap identification

Previous research has extensively examined the role of human resource management (HRM) and training in enhancing employee performance, service quality, and organizational outcomes across various sectors. Studies such as Alharthy and Nurazmallail (2020) demonstrated that HR practices—including compensation, recruitment, empowerment, and training—positively influence innovation and creativity, while Eslam (2020) highlighted challenges faced by HR managers in Egyptian hotels, including skill shortages, recruitment difficulties, and supervisory gaps, which hinder service quality. Al-Mougy (2021) emphasized the importance of green training for sustainable tourism development, noting barriers such as limited facilities and insufficient information. Similarly, Elsayed and Abuelhassan (2021) and Abdelrahman (2021) explored the impacts of COVID-19 on tourist behavior and crisis management strategies, revealing the need for strategic HR planning and proactive employee involvement. Other studies (Al-Nashar, 2021; Abdel Aal, 2022; Morsi, 2023; Hassan et al., 2023) confirmed that HR practices, IT integration,

and structured training programs enhance competencies, communication, and overall organizational effectiveness. More recent research (Darmawan et al., 2025; Saifuddin et al., 2025; Soumia & Fethi, 2025; Fotiadis et al., 2025) demonstrated that comprehensive HR strategies, including specialized training, employee motivation, and recruitment, significantly improve service quality, sustainable tourism practices, and economic performance. However, despite this extensive literature, a critical gap exists in Egypt-specific research directly linking human resource training to tourism sector growth, integrating multiple sub-sectors, and assessing measurable outcomes such as visitor numbers, revenue, and competitive advantage. Additionally, few studies address the dual role of HR training in supporting both sustainable development and post-COVID recovery. Therefore, the present study seeks to fill this gap by examining the impact of human resource training on the growth of Egyptian tourism, providing actionable insights for managers and policymakers to enhance employee performance, service quality, and sectoral development.

4. Research Objectives

Tourism training serves as a critical criterion for evaluating the effectiveness of human resource performance and, consequently, the success of tourism organizations. Tourism training focuses on the human element by accurately identifying weaknesses in current performance through existing gaps in employees' skills and behaviors and recognizing strengths that can be further leveraged, while also equipping personnel with enhanced competencies and behavioral attitudes for future performance improvement (Natarajan & Shanmugam, 2022). Moreover, tourism training aims to increase efficiency and effectiveness in delivering high-quality services at competitive prices that satisfy customers, attract new clientele, and expand the market reach of tourism organizations, ultimately contributing to increased organizational profitability (Yassin et al., 2022). The efficiency of human resource management strategies is a key determinant of how organizations address HR constraints and develop appropriate solutions, as good organizational performance cannot be achieved without effective HR strategies that also create a future-oriented vision, reflected positively in employee performance (Alghamdi., 2020). Recent research further underscores the strategic role of training in enhancing service quality and organizational outcomes. For example, contemporary studies show that systematic and continuous training significantly strengthens employee competencies and organizational resilience (Saifuddin et al., 2025; Soumia

& Fethi, 2025). Furthermore, HR training has been linked to improved customer satisfaction and competitive advantage in tourism contexts (Darmawan et al., 2025).

Thus, this study's main objective is:

To examine the impact of human resource training on tourism revenues in Egypt.

From this main objective, the following sub objectives are derived:

1. To identify the role of training and development in the growth of Egyptian tourism.
2. To assess the impact of motivation and performance evaluation on the growth of Egyptian tourism.

5.   Hypotheses of the study

One of the most important objectives in the tourism and hospitality sector is to achieve the highest possible level of employee performance efficiency. Therefore, management endeavors to recruit and employ well qualified personnel while ensuring continuous training to develop diverse skills to enhance their performance capabilities. In addition, management strives to stimulate employees' motivations and direct resultant behaviors toward achieving desired organizational outcomes. Tourism training plays a vital role in improving the performance of tourism institutions because tourism services are highly dependent on human resources within these institutions. To create a distinctive and competitive tourism offering, it is essential to develop and prepare human resources in ways that align with the unique characteristics of the tourism industry, as there is a strong positive relationship between tourism training and organizational performance (Elfiky et al., 2021).

The main hypothesis of the study can be expressed as follows:

There is a statistically significant relationship between human resource training and Egyptian tourism revenues.

From this main hypothesis, the following sub hypotheses are derived:

1.   There is a statistically significant relationship between training and development and the growth of Egyptian tourism.

2.   There is a statistically significant relationship between motivation and performance appraisal and the growth of Egyptian tourism.

6. Research Methodology

A. Research Design and Approach

This study adopted a descriptive analytical research design aimed at investigating the phenomenon as it appears in reality and analyzing the relationships between variables to achieve deep understanding and accurate conclusions. A field survey design was implemented, and an online questionnaire was employed as the primary tool for collecting primary data. This approach facilitated rapid access to the sample and enabled the clear and structured presentation of research objectives to participants.

B. Population and Sample

The target population for this study encompasses all employees currently working within the Ministry of Tourism in Egypt, an estimated total of 5,000 individuals across various administrative and technical departments. To determine a statistically representative sample from this large population, the study utilized Morgan's standardized sampling table, which indicated that a minimum of 357 respondents was required to achieve a 95% confidence level with a 5% margin of error. In order to mitigate potential non-response bias and ensure the robustness of the data, the researcher increased the target threshold and distributed 360 electronic surveys to a stratified selection of personnel. This approach ensured that the sample was not only statistically significant but also inclusive of diverse professional roles within the Ministry, thereby enhancing the generalizability of the findings regarding the impact of training on the sector's overall performance.

C. Research Variables and Measures

This study's main data collection tool was a designed questionnaire that was carefully created in accordance with the research variables and guided by a thorough analysis of pertinent literature to guarantee content validity. The instrument was split into two main sections, starting with the independent variable (Human Resource Training), which was operationalized through 16 different items across three strategic dimensions: Motivation and Performance Appraisal (6 items), which measures the incentives and evaluative frameworks that drive employee efficiency; Training and Development (5 items), which focuses on the ongoing improvement of professional competencies; and Recruitment and Selection (5 items), which evaluates the quality of initial talent acquisition.

D. Statistical Analysis

To achieve the research objectives and test the proposed hypotheses, the Statistical Package for the Social Sciences (SPSS) was utilized, and the following advanced statistical techniques were applied:

1. **Validity and Reliability of the Research Instrument**

Table 1. Reliability and validity coefficients for the study dimensions

Dimensions	Number of Items	Reliability Coefficient	Validity Coefficient
Independent variable (Human Resource Training)			
Overall	15	0.91	0.95
Recruitment and employment	5	0.89	0.95
Training and Development	5	0.93	0.97
Motivation and Performance Evaluation	5	0.79	0.89
Dependent variable (Growth of Egyptian Tourism)			
Overall	8	0.93	0.97

Source: Prepared by the researcher based on SPSS outputs.

The results shown in table (1) indicate that the study instrument (the questionnaire) demonstrates a high level of reliability and validity for measuring the research variables. The reliability coefficients (Cronbach's alpha), which range from 0.79 to 0.93, confirm strong internal consistency among the questionnaire items, as all values exceed the commonly accepted threshold of 0.70. This suggests that the instrument yields stable and consistent results. Similarly, the validity coefficients calculated as the square root of the reliability coefficients provide further evidence that the instrument effectively measures the intended constructs, namely human resource training and the growth of Egyptian tourism. Although the reliability coefficient for the dimension motivation and performance evaluation is the lowest among the dimensions, it remains statistically acceptable. Overall, these findings constitute strong evidence of the quality and robustness of the collected data, thereby enhancing confidence in the accuracy and credibility of the results and conclusions derived from this study.

2. Descriptive analysis of the study variables

A. Descriptive analysis of the dimensions of the independent variable: human resource training

The researcher conducted a descriptive statistical analysis of the dimensions of human resource training namely recruitment and selection, training and development, and motivation and performance evaluation. This was achieved by calculating the mean, standard deviation, coefficient of variation, and response tendency for the statements related to each dimension, as presented below.

1. Descriptive analysis of the first dimension: recruitment and employment

Table (2): Descriptive statistics of the recruitment and employment Items

Code	Statements	Mean	Standard deviation	Coefficient of variation (%)	Direction
X1.1	Tourism institutions analyze the labor market to identify potential recruitment sources.	3.85	0.97	25.12	Agree
X1.2	Tourism institutions rely on job descriptions when developing recruitment plans.	4.02	0.97	24.12	Agree
X1.3	Tourism institutions use diverse selection methods to evaluate job applicants.	4.07	1.07	26.23	Agree
X1.4	Recruitment decisions in tourism institutions are based on the results of the various stages of the selection process.	3.92	0.99	25.34	Agree
X1.5	Tourism institutions establish clear criteria for employee recruitment.	3.97	1.02	25.60	Agree

Source: Prepared by the researcher based on SPSS statistical analysis results.

The mean values of all items exceed the neutral threshold (3.00), indicating that respondents' perceptions tend toward agreement with the statements of this dimension. In other words, the responses reflect a general consensus in favor of these statements. The standard deviation values, ranging from 0.97 to 1.07, indicate a low level of dispersion in the responses of the study sample, suggesting some variability while maintaining overall consistency. Moreover, the coefficients of variation for all items are below 50%, which confirms a relatively low level of variability in relation to the mean values. A lower coefficient of variation reflects greater stability and homogeneity in respondents' answers, thereby enhancing the credibility of the descriptive results.

B. descriptive analysis of the second dimension: training and development

Table (3): descriptive statistics of the training and development items

Code	Statements	Mean	Standard deviation	Coefficient of variation (%)	Direction
X2.1	The available training programs are designed to meet the actual human resource needs of tourism institutions.	3.59	1.21	33.86	Agree
X2.2	Modern technologies are integrated into training programs aimed at developing employees.	3.64	1.29	35.35	Agree
X2.3	Training programs directly contribute to improving employee performance.	3.61	1.31	36.38	Agree
X2.4	Training programs support team building within the organization.	3.66	1.29	35.15	Agree
X2.5	Training programs contribute to enhancing human resource efficiency.	3.74	1.28	34.13	Agree

Source: Prepared by the researcher based on SPSS statistical analysis results.

The mean values of all items exceed the neutral value (3.00), indicating that respondents generally agree with the statements related to the training and development dimension. This reflects positive perceptions of the role of training programs in supporting human resource development within tourism institutions. The standard deviation values, ranging from 1.21 to 1.31, indicate a relatively low level of dispersion in respondents' answers, suggesting some variability in perceptions across the sample. Furthermore, the coefficients of variation for all items are below 50%, confirming a low level of variability relative to the mean values. This indicates greater consistency in responses and supports the reliability of the descriptive findings.

C. descriptive analysis of the third dimension: motivation and performance evaluation

Table (4): descriptive statistics of the motivation and performance evaluation Items

Code	Statements	Mean	Standard deviation	Coefficient of variation (%)	Direction
X3.1	Tourism institutions have incentive systems that meet employees' diverse needs.	3.74	1.12	29.99	Agree
X3.2	Tourism institutions adjust their incentive systems to	3.74	1.11	29.75	Agree

	keep pace with changes in the competitive environment.				
X3.3	Tourism institutions provide attractive incentives to employees with outstanding creative capabilities.	3.73	1.10	29.51	Agree
X3.4	Tourism institutions apply objective criteria to evaluate employee performance.	3.71	1.13	30.50	Agree
X3.5	Employee performance in tourism institutions is evaluated based on the extent to which actual performance matches assigned responsibilities.	3.82	1.02	26.81	Agree

Source: Prepared by the researcher based on SPSS statistical analysis results.

All mean values are above the neutral midpoint (3.00), indicating a general tendency toward agreement with the statements of this dimension. This suggests that respondents perceive motivation and performance evaluation practices in tourism institutions as relatively effective. The standard deviation values, which range from 1.02 to 1.13, indicate a low level of dispersion in responses. Additionally, the coefficients of variation for all items are below 50%, reflecting limited variability relative to the mean values and indicating a high level of consistency among respondents' perceptions.

D. descriptive analysis of the dependent variable: growth of Egyptian Tourism

The researcher conducted a descriptive statistical analysis of the dependent variable, growth of Egyptian tourism, by calculating the mean, standard deviation, coefficient of variation, and response tendency for its items, as shown below.

Table (5): descriptive statistics of the dependent variable Growth of Egyptian Tourism

Code	Statements	Mean	Standard deviation	Coefficient of variation (%)	Direction
Y1	Recruiting highly qualified employees in tourism institutions contributes to increased revenues.	3.69	1.17	31.67	Agree
Y2	Training programs designed to develop employees in tourism institutions contribute to revenue growth.	3.71	1.24	33.43	Agree

Y3	Enhancing human resource efficiency through training programs leads to increased revenues in tourism institutions.	3.69	1.24	33.61	Agree
Y4	Evaluating employee performance in tourism institutions contributes to achieving revenue growth.	3.77	1.24	32.99	Agree
Y5	The adoption of objective performance evaluation criteria by tourism institutions leads to increased revenues.	3.87	1.22	31.38	Agree
Y6	Having an integrated incentive system for employees helps tourism institutions increase revenues.	3.69	1.19	32.27	Agree
Y7	Providing high incentives to employees leads to increased revenues in tourism institutions.	3.86	1.22	31.66	Agree
Y8	The use of modern technology contributes to increasing revenues in tourism institutions.	3.66	1.27	34.56	Agree

Source: Prepared by the researcher based on SPSS statistical analysis results.

The mean values for all items exceed the neutral value (3.00), indicating that respondents generally agree with the statements related to the growth of Egyptian tourism. This reflects positive perceptions of the role of human resource practices and technological adoption in enhancing tourism revenues. The standard deviation values, ranging from 1.17 to 1.27, indicate a low level of dispersion in respondents' answers. Moreover, all coefficients of variation are below 50%, confirming relatively low variability in relation to the mean values. This suggests a high degree of homogeneity in responses and supports the reliability and consistency of the descriptive results, making them suitable for subsequent inferential analysis.

3. Results of Hypothesis Testing

Hypothesis testing was conducted using a set of appropriate statistical methods to examine the validity of the proposed hypotheses. According to the study sample and its variables, the hypotheses were tested using multiple regression analysis. Multiple regression analysis is an advanced statistical technique used to examine the relationship between a single dependent variable (the variable to be predicted or explained) and several independent variables (the variables assumed to influence the dependent variable).

In the present study, multiple regression analysis was employed to test the effect of the independent variable, human resource training and its dimensions on the dependent variable, the growth of Egyptian tourism. This technique allows for estimating the magnitude and strength of these relationships and identifying the potential impact of each independent variable on the dependent variable.

3.1. Model Evaluation

Following the estimation of the multiple regression model, its overall quality and adequacy were assessed using several statistical criteria, including:

Coefficient of determination (R^2): Measures the proportion of variance in the dependent variable explained by the independent variables included in the model.

Overall model significance (F-test): Assesses whether the regression model as a whole is statistically significant in explaining variation in the dependent variable.

Significance of regression coefficients (t-test): Examines the statistical significance of the effect of each independent variable on the dependent variable.

These criteria provide an integrated assessment of the model's explanatory power and its suitability for predicting the dependent variable based on the available data.

3.2. Hypothesis Testing

Based on the results of the multiple regression analysis, the study hypotheses were tested by examining whether the independent variables have statistically significant impacts on the dependent variable, as well as determining the direction and strength of these effects. The findings were interpreted in light of the statistical outputs of the regression model, with particular attention given to their theoretical and practical implications.

Main Hypothesis:

There is a statistically significant relationship between human resource training and the growth of Egyptian tourism

Table (6): Multiple Regression model examining the effect of human resource training on the growth of Egyptian Tourism

Variable	Unstandardized coefficients (B)	Std. Error	Standardized coefficients (Beta)	t-value	Sig.
Constant	-0.700	0.141	—	-4.98	0.000
Recruitment and employment	0.264	0.032	0.220	8.22	0.000
Training and Development	0.391	0.028	0.439	13.90	0.000
Motivation and Performance Evaluation	0.529	0.041	0.421	13.00	0.000
Model Statistics:					
Multiple Correlation Coefficient (R):		0.887			
Coefficient of Determination (R^2):		0.787			
Adjusted R^2:		0.785			

Degrees of Freedom (DF):	3 / 356
F-test:	438.742
Significance Level (Sig.):	0.000

Source: Prepared by the researcher based on SPSS statistical analysis results.

The results presented in Table (6) reveal a statistically significant and strong positive relationship between the independent variable (human resource training) and the dependent variable (growth of Egyptian tourism) at the 95% confidence level. The multiple correlation coefficient (R = 0.887) indicates a strong association between the variables, justifying the use of the multiple linear regression model to examine the effects of the dimensions of human resource training recruitment and employment, training and development, and motivation and performance evaluation.

The coefficient of determination (R^2 = 0.787) indicates that approximately 78.7% of the total variance in the growth of Egyptian tourism is explained by the independent variables included in the model. The remaining variance may be attributed to random error or to other explanatory variables not incorporated into the model. This high explanatory power reflects the efficiency and adequacy of the regression model.

The F-test value (438.742) is statistically significant at the 95% confidence level, confirming the overall goodness of fit of the regression model and supporting its validity for interpretation and prediction purposes.

Regarding individual predictors:

Recruitment and employment: the standardized regression coefficient (Beta = 0.220) is statistically significant (t = 8.22, p < 0.05), indicating a meaningful positive effect of recruitment and selection practices on the growth of Egyptian tourism.

Training and development: the standardized coefficient (Beta = 0.439) is statistically significant (t = 13.90, p < 0.05), suggesting that training and development exert a strong and positive influence on tourism growth.

Motivation and performance evaluation: the standardized coefficient (Beta = 0.421) is also statistically significant (t = 13.00, p < 0.05), demonstrating a substantial positive effect on the growth of Egyptian tourism.

Overall, these findings provide strong empirical support for the main hypothesis, confirming that human resource training and its dimensions have a significant and positive impact on the growth of Egyptian to tourism

7. Discussion and Research Recommendations

The findings of this study indicate that human resource training constitutes a fundamental factor in promoting the growth of Egyptian tourism and enhancing the quality of services provided. The descriptive analysis reveals that the three dimensions of training recruitment and employment,

training and development, and motivation and performance evaluation play a significant role in improving employee efficiency and elevating organizational performance.

With respect to recruitment and selection, the results show a strong consensus among respondents regarding the effectiveness of recruitment practices in tourism institutions, with mean values ranging from 3.85 to 4.07 and standard deviations between 0.97 and 1.07, reflecting an acceptable level of dispersion and good consistency in evaluating this dimension. Regarding training and development, the findings demonstrate that training programs effectively meet employees' needs and contribute to performance improvement, as indicated by mean values ranging from 3.59 to 3.74 and standard deviations between 1.21 and 1.31, suggesting a relatively high level of agreement and acceptable consistency in participants' perceptions of continuous training effectiveness. Concerning motivation and performance evaluation, the results indicate that tourism institutions adopt effective practices to enhance performance and adherence to professional standards, with mean scores ranging from 3.71 to 3.82 and standard deviations between 1.02 and 1.13, pointing to good consistency in the assessment of this dimension.

As for the growth of Egyptian tourism as the dependent variable, the results reveal respondents' agreement that recruitment and selection practices, training and development, motivation and performance evaluation, along with the use of modern technology, collectively contribute to increasing tourism revenues and enhancing competitiveness. The mean values ranged from 3.66 to 3.87, with standard deviations between 1.17 and 1.27, and coefficients of variation below 50%, indicating relatively homogeneous responses.

The overall correlation results (R = 0.887) confirm the existence of a strong positive relationship between human resource training and tourism growth. Moreover, the multiple linear regression model yielded a coefficient of determination of $R^2 = 0.787$, indicating that approximately 78.7% of the variation in the growth of Egyptian tourism is explained by human resource training practices, thereby demonstrating the strength and efficiency of the proposed model. The t-test results further reveal that all three training dimensions exert statistically significant effects on tourism growth, with standardized coefficients of $\beta = 0.264$ (t = 8.22) for recruitment and selection, $\beta = 0.391$ (t = 13.90) for training and development, and $\beta = 0.529$ (t = 13.00) for motivation and performance evaluation. These findings confirm the substantial contribution of each dimension to enhancing tourism performance.

Overall, the results underscore the importance of effective recruitment and selection in attracting qualified personnel capable of delivering high-quality tourism services. They also highlight the role of continuous training in bridging skill gaps, fostering teamwork, and enhancing organizational adaptability. Furthermore, motivation and performance evaluation systems contribute to strengthening professional commitment and encouraging innovation. Accordingly, investment in human capital through integrated and comprehensive training programs directly supports tourism growth and improves the competitive quality of tourism services.

Based on the findings of this study, five key recommendations can be formulated as follows:
1- Enhancing Effective Recruitment and Selection Practices: Develop and refine employee selection methods by incorporating structured interviews, practical assessments, and soft skills

evaluations to ensure the recruitment of highly qualified personnel capable of delivering superior tourism services.

2- Designing Continuous and Specialized Training Programs: Implement comprehensive training programs across all organizational levels, with a strong emphasis on practical and interactive training approaches aimed at developing both technical and leadership competencies, in alignment with the needs of local and international tourism markets.

3- Implementing Fair and Objective Motivation and Performance Evaluation Systems: Adopt diversified incentive systems that include financial rewards, bonuses, and promotion opportunities, supported by transparent and objective performance evaluation tools to ensure fairness and to stimulate innovation and creativity among employees.

4- Leveraging Modern Technology to Support Training and Management: Adopt digital human resource management systems, e-learning platforms, and performance analytics tools to enhance decision-making efficiency and to monitor the impact of training programs on employee performance.

5- Strengthening the Work Environment and Fostering Innovation: Create a work environment that encourages collaboration, initiative, and professional sustainability, while aligning training and incentive programs with tourism growth objectives and service quality standards to ensure sustainable development and enhance the competitiveness of Egyptian tourism institutions.

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