

Using the Mixed Methods Research to Model the Hotel Performance Measurement in Egypt: An Example From a Hotel Chain

Karam G. Zaki

Hotel Studies Departement, Faculty of Tourism and Hotels
Fayoum University, Fayoum, Egypt
kgm00@fayoum.edu.eg

Abstract

The aim of this research is to propose a process dynamic model for measuring and benchmarking performance in hotel food and beverage operations. This model involves three sequential stages; first, identifying the existing performance measures used in hotels; followed by, calculating performance using Data Envelopment Analysis (DEA) and LINGO application; third, benchmarking the performance index. The research design involves a case study methodology with the choice of mixed methods. It uses 20 in-depth semi-structured interviews, group discussions, archival analysis, and direct observations. A panel data from 2007 until 2016 was obtained from the hotel cases to get performance calculations and benchmarks. The qualitative analysis of interviews identified different subjective performance measuring techniques such as forced choice, job rating checklists, BARS, 360-Degree and output index. However, the balanced scorecard method was not used at all. The quantitative analysis of DEA rankings confirmed examples in which hotel outcome in relatively high performance and in which year. The model developed in this qualitative case study could be used to compare different hotels in relation to their performance index and could offer some decisions for improvement to the hotel management. The research findings have implications in theory and practice, which will have profound value to the investigated hotel managers and the Egyptian hotel sector. The main contribution of this paper is its suggested dynamic model which will use for measuring and benchmarking performance in hotels based in Egypt.

Keywords: mixed methods, DEA, BARS, hotel performance, benchmarking, Egypt

Introduction

Despite the fact that the hotel industry is facing many challenges to meet customer's expectations, it is striving hard to keep with the new leadership styles, recent technology innovations. Therefore, studying their performance is considered one of the most critical success factors (Goncharuk & Lazareva, 2017; Sampaio, Hernández-Mogollón, & Rodrigues, 2018). Nowadays, hotels are experiencing outstanding transformation in terms of hybrid different measures of performance and which measure is enough to highlight their current market position. That's why hotel managers are now placing many concerns about measuring, comparing and benchmarking their performance with market competitors (Pan, Kuo, & Bretholt, 2010; Sainaghi, Phillips, Baggio, & Mauri, 2019).