

Driving Revenue Growth: The Role of Strategic Human Resource Practices in 3-5 Star Hotels in Selected Regions of Ghana

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ABSTRACT: *This study explores the impact of strategic human resource practices on revenue maximization in Ghana's 3-5-star hotels across eight regions. Employing a descriptive survey method, data was gathered from 60 hotels, focusing on human resource practices and revenue strategies. Results reveal a robust correlation ($R = 88.3\%$) between strategic human resource practices and revenue maximization. Regression analysis indicates a significant impact of "human resource" ($\beta = 0.282$, $p < 0.001$) on "revenue maximization." Factor analyses identify key practices, including pricing strategies, operational efficiency, and guest satisfaction, crucial for revenue optimization in Ghana's hospitality industry. Policy implications underscore the importance of training initiatives, competitive hiring incentives, and technology integration in workforce development for enhanced revenue outcomes. These findings provide essential guidance for policymakers, industry stakeholders, and hotel management, emphasizing the alignment of human resource strategies with revenue objectives in the dynamic Ghanaian hospitality landscape.*

KEYWORDS: human resource practices, training development, employee compensation, hotel industry, profit maximisation

INTRODUCTION

Globally, the hotel business is getting bigger. In Ghana, especially the best hotels with 3 to 5 stars, have seen a lot of growth. Intense competition in this sector necessitates a strategic approach to human resource practices for the sustained success of these establishments. Recognising the labour-intensive nature of the hotel industry and its direct impact on customer satisfaction, the implementation of strategic human resource practices becomes imperative. Scholars, such as Boxall and Purcell (2016), emphasise aligning human resource management with organisational goals for optimal performance, while Pfeffer (1994) contends that effective human resource management provides a sustainable advantage in the competitive hospitality landscape.

The West African hospitality industry faces intense competition for human resources, with top talent often being drawn to tourist destinations in the Arabic region. Sub-Saharan nations, including Ghana, struggle to attract and retain skilled workers, exacerbated by low occupancy rates and underutilised hotel space. To address this challenge, the sector is adopting strategies such as competitive salaries and benefits, as recommended by Njau, Mutungi, and Mutinda (2019), who found that human resource expertise significantly influences revenue in the hotel industry.

Amidst this competitive environment, hotels in Africa, including Ghana, often engage in strategies to gain a competitive advantage by attracting skilled labour from their rivals, leading to revenue augmentation (Kihara, Bwisa, & Kihoro, 2016). However, the heightened competition for human resources, particularly from tourist destinations in the Arabic region, such as Tunisia and Morocco, creates a scarcity of top talent in sub-Saharan nations. This scarcity is further exacerbated by underutilized hotel space and low occupancy rates, prompting strategic considerations within the regional hospitality sector to retain valuable human resources.

Research by Lee (2018) underscores the challenge of acquiring and retaining competent individuals in the hospitality industry, emphasising the crucial role they play in ensuring smooth operations, quality service provision, and ultimately attracting more revenue. Sahi, Gupta, and Cheng (2020) highlight the competitive advantage derived from unique and superior strategies, particularly the use of experienced human resources, resulting in lean costs and maximized revenues. Beda-García et al. (2014) point to the indirect improvement in business outcomes through human capital development training policies, while Garrido-Moreno et al. (2021) stress the importance of strategic human resource measures in navigating challenges, such as those posed by the COVID-19 pandemic.

Given the limited research on how human resource practices affect revenue maximisation in Ghana, this study aims to bridge the gap by examining the effect of strategic human resource practices on revenue maximisation in 3-5 star-rated hotels in selected regions. Through this investigation, the researchers seek to identify key human resource practices driving revenue growth and delve into their implementation and impact within the Ghanaian hospitality industry. The underpinning theory, Human Resource-Based Theory, underscores the strategic significance of human resources in attaining organisational objectives, including financial performance. This study aligns with the theory as it scrutinises human resource practices and their impact on revenue maximisation in Ghana's upscale hotels. The theory emphasises the crucial role of human capital in developing organisational strategy and ensuring judicious personnel utilisation for long-term sustainability, complementing the resource-based theory's assertion that firms gain a competitive edge through unique and valuable internal resources. The objective of the study is to comprehensively analyse the impact of strategic human resource practices on revenue maximisation in Ghana's 3-5 star-rated hotels, contributing valuable insights to the evolving landscape of the country's hospitality industry.

METHODOLOGY

This study adopted a descriptive survey approach for data collection, chosen for its capacity to accurately depict current conditions under investigation (Kothari, 2014). Executed in eight selected regions of Ghana, the research focused specifically on areas housing 3-5-star hotels. The study aimed to measure the human resource practices strategy variable, utilising indicators such as employee knowledge expansion, hiring experienced individuals for physically demanding tasks, recognising employee contributions, and fostering opportunities for social learning. The overarching goal was to maximise revenue, evident in improved cash flow and reduced operational costs.

Ghana, located in West Africa, served as the study's geographic focus, with 16 regions and diverse industries such as shipping, gold and bauxite mining, tourism, and oil exploitation (AfCFTA, 2022). The study targeted 3-5-star hotels in Ghana, with each individual hotel serving as the unit of measurement. General managers and department heads were the primary domains for comparisons and policy decisions. The total number of hotels with 3-5 star ratings was 67, and the estimated sample size was 60. The selected hotels were specifically examined in seven key areas, which include marketing, reservations/front office, information communication technology, finance/revenue, banquet, human resources, and food and beverages. A stratified random sampling addressed the uneven distribution of hotels, while a simple random sample was employed when hotel numbers exceeded the required sample size. In addition to the general manager, there are a total of seven departments of interest. Consequently, eight (8) respondents were selected from each hotel, leading to the estimation of the total number

of respondents (8x 60=480). Key informants included eight (8) government officers from the Ghana Tourism Authority and eight (8) chairpersons from the Ghana Hoteliers Association, chosen purposefully.

Data collection utilised a self-administered questionnaire and interview schedule, emphasising quantitative data, with pre-testing conducted to assess instrument validity and reliability (Chaudhary & Israel, 2015). Quantitative analysis involved descriptive statistics, bivariate analysis, and regression analysis to determine the impact of independent factors on revenue maximisation in Ghanaian hotels (Orcan, 2020). The research adhered to ethical considerations, obtaining approval from the Kenyatta University Post-Graduate Board and the Ghana Tourism Authority, with participant consent and confidentiality ensured as per the APA Code of Conduct and ethical standards (APA, 2017).

RESULTS AND DISCUSSION

Background Characteristics

Hotel classification

The study sought to find out the hotel classification of the respondents included in the survey. It was important since the study seeks to explore strategic responses to revenue maximisation among 3-5 classified hotels in Ghana. The results are presented in the figure below. The study found that the majority of the respondents, managers (75%), and department heads (78%), were from 3-star-rated hotels. Those from 4-star-rated hotels were 20% for managers and 17% for departmental heads. Respondents from 5-star-rated hotels comprised 5% of both respondent categories. The results that the majority of the sample hotels were 3- star rated mimic findings by Tichaava (2019), who posted that most of the rated hotels in Sub-Saharan Africa are in the 3- star categories.

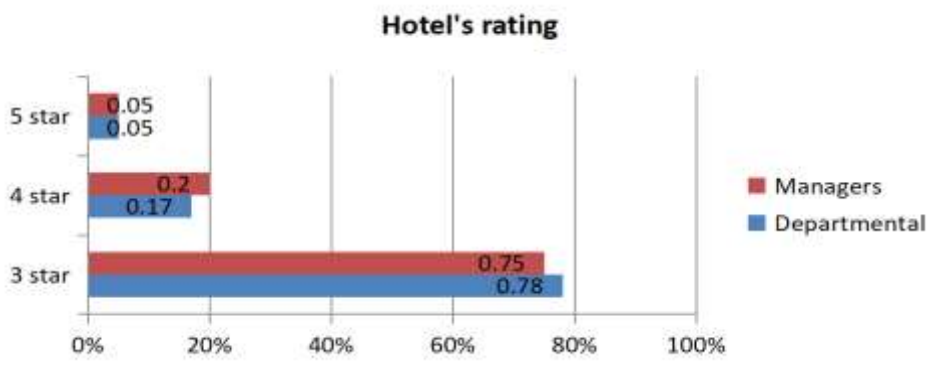


Figure 1: Hotel rating

Experience

The study sought to establish the job experience in hotels for the managers and department heads of the respondents. The results are presented in the figure below. The results indicated that most of the hotel departmental heads (68%) have job experience of over 5 years, as compared to the majority (41%) of managers who have similar work experience. However, the results further indicated that 91% of managers have over 3 years of job experience in their current position. The results relate to findings by Vives et al. (2018) that most of the managerial positions in the hotel sector are filled by employees with over 4 years of experience. Also, similar findings were posted by Walker (2019), who recorded that most hotel heads and managers have over 5 years of experience.

Strategic Human Resource Practices Adopted to Maximise Revenue in 3-5 Star Rated Hotels

The research aimed to explore the human resource practices and strategies employed by management in 3-5-star-rated hotels to maximize revenue. Respondents, comprising department heads and managers, were surveyed using a scale ranging from "very low extent" to "very large extent." The results, detailed in Table 3, reveal a strong consensus among participants, with mean scores falling in the 4.00 to 4.99 range, indicating agreement on various strategies. These encompass enhancing employee knowledge, utilizing experienced staff for complex tasks, recognizing hard work, and emphasizing social learning opportunities. The findings support the importance of job security and fostering a positive organizational culture by acknowledging employee contributions, aligning with modern theories advocating for a dynamic and inspiring work environment (Ahmad and Usman, 2021). The research reflects the industry's growing focus on collaborative learning through social interactions, as highlighted by Dong et al. (2019), promoting expertise exchange, leadership skills transfer, and workforce engagement.

Additionally, prioritising job security and creating an open office environment positively influences employee well-being and organizational culture, aligning with Arijanto et al.'s (2020) insights. Strategic human resource practices, such as employee development, recognition, and a positive work environment, are deemed crucial in meeting the evolving demands of the hospitality industry. The study's findings on Ghana's hospitality sector emphasize the recognition of the value of investing in superior human resources to drive revenue growth, echoing Patel's (2020) observations on the importance of human resources in hotel revenue management. These strategies not only prioritize employee satisfaction but also contribute significantly to service delivery. As Ogba (2018) noted in a similar context, employee training and skill expansion play a pivotal role in enhancing hotel service and product experiences, underlining the integral nature of human resources in the hospitality sector's performance.

Table 3: Strategic human resources practices

		Departmental		Managers	
		Mean	SD	Mean	SD
1	Opportunity to expand the knowledge base of all employees	4.45	0.74	4.41	0.94
2	Hire experienced segments of the workforce that can complete more complex physical tasks on the job	4.49	0.80	4.61	0.69
3	Recognise employees' contributions	4.47	0.77	4.59	0.69
4	Create opportunities for social learning	4.39	0.69	4.51	0.70
5	Develop a sense of job security among employees at the workplace	4.45	0.80	4.66	0.57
6	Encourage an open office atmosphere where staff can express themselves without fear of criticism	4.52	0.8	4.68	0.47

The study findings on human resource strategies regarding training and development are similar to what was reported by a key informant from Greater Accra Region:

".....Government entities such as the Ghana Tourism Authority and the Hotel, Catering, and Tourism Training Institute regularly conduct training sessions for staff members. Furthermore, the hotels adopt a hiring approach that emphasizes referrals, prioritizing individuals with qualifications and essential skills in the hospitality sector. The primary objective of these training initiatives is to enhance the skills of the staff, enabling them to provide top-notch services to guests. This, in turn, is anticipated to elevate the overall quality of hotel services, thereby attracting a larger number of guests. The influx of more guests is expected to contribute to an increase in revenue collection for the hotels....." [II, 001] Greater Accra region, 2022).

The interview's key informant highlighted human resource strategies in the hospitality industry, emphasising their alignment with current practices and recommended approaches. These strategies reflect the industry's commitment to enhancing employee competencies, adapting to trends, and delivering outstanding guest experiences. Government agencies, such as the Ghana Tourism Authority and the Hotel, Catering, and Tourism Training Institute, play a crucial role by offering regular training programs that address industry needs and provide specialized training (Mowforth et al., 2015). The

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emphasis on hiring individuals with relevant skills minimizes the need for extensive training post-recruitment, aligning with the industry's value of continuous learning and development (Lievens & Chapman, 2019). These strategies, emphasising strategic human resource management principles, forge strong partnerships with government agencies to elevate industry standards and maintain adaptability to hospitality sector demands, ultimately aiming for exceptional guest experiences and organisational effectiveness.

Other Human Resources Strategies

The study aimed to uncover additional human resource strategies employed by 3–5-star hotels for revenue maximization, as outlined in Table 4. Results showed that 75% of participants focused on bridging knowledge gaps through training, while 15% emphasized fostering innovation and 10% promoted a change in mindset. In recruitment, 47% utilized marketing tools, 41% relied on employee referrals, and 11% used applicant tracking systems. Acknowledging contributions included an annual award system (71%), monetary bonuses (18%), and time off (11%). Regarding job security, hotels aimed to maintain consistent work standards (47%) and involve employees in decision-making (24%). Ogba's (2018) report underscored effective management strategies, emphasizing communication, job security, and rewards for improved employee performance. Fair wages, as highlighted by Mathis, Jackson, and Valentine (2015), not only enhance employee performance but also contribute to increased revenue for hotels. Despite these strategies, finding and retaining qualified individuals remain significant challenges in the hospitality sector.

Table 4: Other human resource strategies

		Frequency	%
1	How do you increase employee knowledge gap?		
	• Promote training and development of employees	350	74.62
	• Generate new ideas	71	15.13
	• Encourages a change of mind-set	48	10.23
2	What procedure (s) does your company use during the hiring process?		
	• Employee referrals	263	41.22
	• Use recruitment marketing tool	302	47.33
	• Use an applicant tracking system	73	11.44
3	How do you recognise employees' contribution?		
	• Institute an award and together night every year	314	71.20
	• Give employees extra time off	49	11.11
	• Give monetary bonuses	78	17.68
4	How do you ensure employee job security?		
	• Develop and maintain work standards	223	47.14

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• Involvement employees in decision making process	200	42.28
• Free flow of communication	50	10.57

Factor Loading on Human Resource Practices

An analysis of factor loading was carried out on human resource practices and strategies, organized by group-related variables, and the results are outlined in Table 5. The factor loading in the analysis elucidates the connections between different variables and the overarching factor of "Human Resource Practices." This factor loading, coupled with uniqueness values, provides a comprehensive understanding of how the variables contribute to the overarching factor. Notably, six items within human resource strategies exhibited strong correlations with the factor, as determined by the retention criteria utilizing the minimum eigenvalue of 1, effectively accounting for all the variances.

Table 5: Factor loading on Human Resource Practices

Variable	Factor 1	Uniqueness
Opportunity to expand the knowledge base of all employees	0.7252	0.4741
Hire experienced segments of the workforce that can complete more complex physical tasks on the job	0.7683	0.4097
Recognise employees' contributions	0.8124	0.3400
Create opportunities for social learning	0.8299	0.3113
Develop a sense of job security among employees at the workplace	0.8320	0.3077
Encourage an open office atmosphere where staff can express themselves without fear of criticism	0.7802	0.3913
Proportion of variance explained		1.0575

The study identified key human resource practices in the hospitality industry, assessing their impact on organizational success. A significant factor, "Opportunity to Expand the Knowledge Base," demonstrated a strong alignment with human resource practices, emphasizing the value of fostering continuous employee growth for enhanced competencies (Gegenfurtner et al., 2020; Kankaew, 2023). Effective training, correlated with high performance, was highlighted as pivotal in driving improvement and delivering quality services (Lee, 2018). Additionally, factors such as "Hiring an Experienced Workforce" and "Recognizing Employees' Contributions" showed positive correlations with effective human resource strategies. While hiring experienced employees may not directly lead to higher revenues, mentorship programs for new hires were identified as beneficial for assimilation and strengthening work-related connections (Sahi, Gupta, and Cheng, 2020). Recognition of employees' contributions was closely linked to overall

human resource management efficiency, impacting motivation, job satisfaction, and employee engagement (Kankaew, 2023).

Furthermore, the factors "Creating Opportunities for Social Learning" and "Job Security and Open Office Atmosphere" highlighted the importance of promoting collaborative learning environments and ensuring a positive work atmosphere. These practices demonstrated strong correlations with effective human resource practices, emphasizing their impact on employee satisfaction and overall organizational climate (Kankaew, 2023; Úbeda-García et al., 2014). Collectively, these human resource practices explained a significant proportion of variability in the overarching concept, reinforcing the importance of creating a positive learning environment, recognizing employee contributions, ensuring job security, and promoting open communication in the hospitality industry. The findings align with the notion that standardized procedures, encompassing training, talent acquisition, and effective communication, are crucial for customer service delivery and organizational success (Newman, 2017).

Simple Linear Regression on Correlation between Human Practices and Maximisation of Hotel Revenue

A simple linear regression analysis was conducted to assess the strength of the relationship between human resource practices strategies and the maximization of hotel revenue, with the results presented in Table 6. The findings in Table 6 reveal a robust correlation ($R = 88.3\%$) between reservation strategies implemented for the purpose of maximizing hotel revenue. The R square value (81.2%) signifies the proportion of total variation in hotel revenue (dependent variable) explained by human resource strategies (independent variable). The generated ANOVA yielded a p-value of less than 0.001, indicating statistical significance ($p < 0.05$) and suggesting that the model is a good fit for the data. These results suggest that the human resource strategies adopted by 3-5 star-rated hotels in selected regions of Ghana contribute significantly to revenue maximization. This finding aligns with the perspective of Faisal, Hermawan, and Arafah (2018), who assert that an organisation's capacity to innovate and introduce new services and products is pivotal in driving revenue growth.

Table 6: Simple linear regression on the relationship between product and service diversification and maximisation of hotel revenue

Model	R	R Square	Adjustable R Square	Std. Error of the Estimate
1	.883 ^a	.812	.839	763.776

Hypothesis Testing on Strategic Human Resource Practices and Revenue Maximisation

The primary aim of this research was to evaluate the impact of human resources on revenue maximization in 3-5 star-rated hotels situated in specific regions of Ghana. The outcomes of the hypothesis testing provided valuable insights into the underlying factors influencing revenue maximization. One pivotal hypothesis (H1) examined in the study posited that there is no correlation between strategic human resource practices and revenue maximization in the hospitality industry. Essentially, the null hypothesis proposed that implementing strategic human resource practices would not yield a discernible impact on a hotel's efforts in revenue maximization. However, the study's results contradicted the null hypothesis, leading to its rejection. Instead, the alternative hypothesis was affirmed, indicating that strategic human resource practices indeed exert a significant ($P < 0.05$) influence on a hotel's revenue maximization.

The study's data and analysis reveal a clear and noteworthy correlation between strategic human resource management within hotels and an increase in revenue. Li and Bai (2018) assert that, within the domain of human resources, the hospitality industry recognizes the strategic importance of effective personnel management, which is crucial for maintaining a competitive edge. This finding underscores the vital role of well-trained and motivated staff in the hospitality sector, emphasizing that the implementation of strategic HR practices, including robust training, employee engagement, and talent management, can substantially enhance a hotel's revenue.

Revenue Maximization

This study aimed to assess the impact of strategic factors on revenue generation in 3-5-star hotels in Ghana, using a scale to measure effectiveness. The results in Table 7 provide valuable insights into the perceived impact of these strategies on Ghanaian hotel industry revenue. Notably, the findings highlight the effectiveness of increasing average daily rates (ADR), reinforcing the importance of optimal pricing strategies (Kimes, 2018). Extending the average length of stays (LOS) was influential, and tactics to enhance revenue per available room (RevPAR) were highly efficient (mean = 4.29, SD = 0.67), aligning with RevPAR's recognized importance (Vanhoove, 2018). The study emphasizes the critical role of increasing occupancy rates, stressing the need for a balanced approach between occupancy and rate strategies (Kimes, 2019). Respondents acknowledged the significant impact of strategies to increase profit per available room (GOPPAR), underlining its relevance in revenue optimization. While maintaining costs is crucial, with a focus on reducing costs per occupied room, the study revealed a nuanced perspective on the significance of increasing gross operating profit per available room in revenue maximization (mean = 3.82, SD = 1.05). This sheds light on the strategy's role in the current industry climate, offering valuable insight into optimal revenue generation tactics for the Ghanaian hotel sector and emphasizing the pivotal role of contemporary

revenue management techniques.

Table 7: Revenue Maximization

		Mean	SD
1	Increase average daily rate	4.61	0.57
2	Increase average length of stay of guests	4.30	0.89
3	Increase revenue per available room	4.29	0.67
4	Increase occupancy rate	4.09	1.18
5	Enhance gross operating profit per available room	3.82	1.05
6	Increase profit per available room	4.16	0.50
7	Increase total revenue per available room	4.19	0.76
8	Increase revenue per available seat hour	4.22	0.79
9	Improved EBITDAR	4.13	0.90
10	Decrease cost per occupied room	4.24	0.75

Factor Loading on Revenue Maximisation

The study conducted an analysis of factors contributing to revenue optimization strategies in the hospitality industry, and the outcomes are displayed in Table 8. Utilizing factor analysis, the study uncovered valuable insights into the underlying dimensions or factors influencing revenue maximization. This exploration revealed interconnections between various revenue-related variables and their potential collective impact on overall revenue generation. The findings indicated a robust correlation among all ten items under revenue maximization, identifying one key factor as the primary driver. This implies that achieving revenue maximization necessitates a strategic combination of pricing, revenue per available unit, operational efficiency, and guest satisfaction factors.

Table 8: Factor analysis on Revenue maximisation

Variable	Factor 1	Uniqueness
Increased average daily rate		0.8735
Increased average length of stay of guests	0.6324	0.6000
Increased revenue per available room		0.8733
Increased occupancy rate		0.7633
Enhanced gross operating profit per available room		0.8973
Increased profit per available room		0.8396
Increased total revenue per available room		0.8866
Increased revenue per available seat hour		0.9306
Improved EBITDAR	0.6091	0.6290
Increased cost per occupied room	0.7542	0.4313
Proportion of variance explained		0.7306

Overall Regression Analysis

Following the acquisition of common constructs, the study performed pre-regression tests on the variables before proceeding with the regression analysis.

A. Test of normality

The prerequisite for regression analysis involves assessing the normality of the response variable, revenue maximization. The Shapiro-Wilk Test, conducted at a 5% significance level, rejects the null hypothesis that the dependent variable adheres to a normal distribution ($W = 0.938$, $P = 0.001$). Consequently, non-parametric kernel regression is employed to model the mean of revenue maximization based on covariates, avoiding assumptions about a specific functional form for the relationship. This underscores the importance of scrutinizing the normality of the response variable before regression analysis. The non-normality, indicated by the Shapiro-Wilk Test's rejection at a 5% significance level with a low p-value ($p > 0.001$), challenges the assumption of normality for the dependent variable. Choosing non-parametric kernel regression, which accommodates complex relationships without rigid parametric constraints, becomes essential. By forgoing assumptions about data distribution, this approach robustly explores the relationship between revenue maximization and covariates. In summary, the rejection of the normality assumption led to adopting non-parametric kernel regression, offering flexibility and accuracy in depicting the relationship between revenue maximization and covariates while accommodating the distributional intricacies of the data.

B. Test for multi-co linearity:

The study used the variance inflation factor (VIF) to assess potential multicollinearity among explanatory variables. With moderate correlations observed, VIF values below 5, considered acceptable, indicate no significant concern. Regression analysis aimed to establish relationships between revenue maximisation and independent variables. VIF values, below the threshold of 5 or 10, reveal no severe multicollinearity among predictors. This suggests predictor variables are relatively independent, enhancing the reliability of regression analysis and interpretation of relationships with the outcome variable. The results affirm the study's robustness by demonstrating the absence of significant multicollinearity issues among predictor variables.

Table 9: Multi-co Linearity Test

Variable	VIF	$1/\text{VIF}$
Human resource practice	3.03	0.3299

Regression Coefficients

The coefficient for "Human Resource" indicates that an increase in this predictor variable correlates with a 0.373-unit rise in "Revenue Maximization." The standardized coefficient (Beta) signifies a moderately positive impact, supported by a significant t-value, confirming the relationship's validity. Consistent with these findings, Ahmad & Usman (2021) assert that human resource strategies, encompassing training and job security, positively influence hotel sales revenue. Furthermore, Dong et al. (2019) discovered that fostering a learning environment for hotel employees substantially enhances service quality, contributing to increased revenues.

Table 10: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Human resource	.373	.036	.282	10.326	.000

a. Dependent Variable: Revenue maximisation

CONCLUSION

The study focus was on understanding how strategic human resource practices impact revenue maximisation for 3-5 star-rated hotels in Ghana. The research emphasises the dynamic nature of the hospitality industry and the essential alignment of human resource management with organisational goals. The findings reveal a significant connection between successful human resource practices and increased revenue, emphasising the pivotal investment in skilled and motivated staff for financial success in the hotel sector. Key strategies identified for driving revenue growth include effective training, employee recognition, and the cultivation of a positive work environment. The study unveils diverse human resource utilisation within hotels, encompassing knowledge-oriented training, innovative recruitment through marketing tools, and acknowledgment of employee contributions. By unravelling the complexity of human resource management in hospitality, the research stress the significance of fair compensation, robust

communication, and inventive recruitment approaches. Factor and regression analyses affirm the critical impact of factors like knowledge expansion, experienced hiring, contribution recognition, social learning, job security, and open office culture on revenue optimisation.

RECOMMENDATIONS

The study recommends that stakeholders should make a continuous effort to invest in training and development programmes, constantly improving the abilities and expertise of our employees. This includes creating chances for diversifying their knowledge, mentorship opportunities, and incorporating social learning. Again, It is imperative for stakeholders to consistently monitor the efficacy of human resource practices in propelling revenue growth. It is crucial to adapt strategies in accordance with industry trends, technological advancements, and evolving consumer preferences to maintain a competitive edge. Policymakers must prioritise human capital development in the hospitality sector. Incentives and grants should be made available to hotels that invest in employee training and development programmes, following the study's recommended best practices. In light of the fierce competition for skilled human resources in West Africa, it is urgent for policymakers to promote innovative and competitive hiring practices among hotels. This could involve creating platforms for industry-wide collaboration to exchange recruitment strategies and share best practices.

IMPLICATION TO RESEARCH AND PRACTICE

The findings of this study have groundbreaking implications for both academic research and practical applications within the Ghanaian hospitality industry. More specifically, these implications are focused on the strategic use of human resources in 3-5 star-rated hotels to maximize revenue. This research offers a unique and comprehensive insight into the correlation between strategic human resource practices and revenue generation. As such, it holds great potential value for academic researchers seeking to broaden their knowledge and understanding of the intricate relationship between human resource management and revenue generation in the hospitality sector. Furthermore, this study could provide a strong foundation for future research, allowing scholars to further enhance existing theories or develop new models that accurately reflect the complexities of human resource management in driving revenue in this industry. Also, by tapping into the latest research, hotel managers and decision-makers can revolutionise their human resource strategies to drive maximum revenue. They can do so by embracing proven practices such as employee training, recognition programmes, and fostering positive

work environments. These techniques serve as invaluable benchmarks for elevating overall organisational performance.

SUGGESTION FOR FUTURE RESEARCH

With continued exploration, it may be worthwhile to analyse the impact of various industry-related elements on the correlation between human resource strategies and achieving maximum revenue. This could involve studying how factors such as fluctuations in tourism, economic conditions, and regulatory policies may affect the effectiveness of strategic human resource practices in the hospitality industry of Ghana.

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