

To cite this article: RAOELISON Lala Tahiana, ANDRIANARIZAKA Haritiana Harimpitia, RAKOTONDRAMANANA Andry Lova Herizo and RAKOTOMALALA Eddy (2024). THE IMPORTANCE OF COLLECTIVE SKILLS IN THE PERFORMANCE OF HOTEL ESTABLISHMENTS, International Journal of Applied Science and Engineering Review (IJASER) 5 (2): 01-16 Article No. 181 Sub Id 283

THE IMPORTANCE OF COLLECTIVE SKILLS IN THE PERFORMANCE OF HOTEL ESTABLISHMENTS

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DOI: <https://doi.org/10.52267/IJASER.2024.5201>

ABSTRACT

The current economic context, characterised by intense and persistent competition, underlines the crucial importance of human capital in business competitiveness. These situations are prompting organisations to give strategic priority to their human resources, given that innovation and creativity, the drivers of organisational development, emanate from human effort. It is becoming imperative to guide employees towards career paths aligned with their skills and aptitudes in order to guarantee organisational performance. The focus on skills has become widespread in organisations, giving rise to a variety of approaches and reflections in the field of management. In the specific context of the hotel sector in Madagascar, which is characterised by a diversification of the offer to meet the varied expectations of travellers, employee skills are of particular importance. The growth of tourism in the country has stimulated the development of the

hotel sector, but its expansion cannot be sustained without adequate skills. Hence the question: How can collective skills ensure the performance of hotel establishments? Through a survey of 250 employees of hotel establishments, this research aims to verify the importance of collective skills in the performance of hotel establishments in Madagascar. In short, this study aims to understand and optimise the crucial role of skills in organisational performance, by highlighting their specific impact in the hotel sector in Madagascar.

KEYWORDS: Competence, Knowledge, Team, Sharing, Performance.

INTRODUCTION

In today's highly competitive environment and heightened financial crisis, the competitiveness of companies is increasingly dependent on the performance of their human capital. Globalisation and changes in competition are forcing companies to prioritise human resources. Innovation and creativity, on which the development of organisations depends, are the work of human action. These depend on the skills and motivation of the individuals they mobilise. As a result, human resources management has become a factor in business competitiveness.

What's more, the globalisation of the economy has accelerated trade and competition has intensified. As a result, organisations are finding it increasingly difficult to respond. As a result, organisational configurations are becoming almost permanent in order to adapt to new demands. It is becoming important to know how to guide employees into careers that are better suited to the skills and aptitudes they possess, in order to ensure performance.

We must not ignore the fact that a company's performance is strongly correlated with the individual performance of its staff. Through the management of human resources, the company must implement a strategy and deploy the means necessary to achieve the prescribed objectives. Intelligent human resources management consists of considering the importance of skills within the company. For Igalens J., Roussel, P. (1998), HRM is all the activities aimed at developing the collective effectiveness of the people who work for the company. Since effectiveness is the extent to which objectives are achieved, the role of HRM is to manage the development of human resources with a view to achieving the company's objectives. At present, the main objective of human resource management is the performance of the organisation by objectively exploiting the capabilities of human resources.

Interest in skills is spreading throughout organisations in a variety of ways. In the scientific field, an awareness of the importance of the concept of competency has led to a number of research projects. This has given rise to numerous approaches and reflections relating to the management of different organisations working in different fields.

From these points of view, globalisation and openness to international relations have brought many changes and developments to the hotel sector in Madagascar. The hotel offer has diversified to meet the varied needs and preferences of travellers. In addition to traditional hotels, there is now a range of accommodation options, including eco-lodges, guest houses, luxury resorts, eco-lodges and homestays. This diversification reflects the growing demand for authentic, demanding and varied travel experiences that require quite specific levels of skill from employees in the sector. This raises the question of how collective skills can ensure the performance of hotel establishments.

Over the last few decades, Madagascar has experienced significant growth in the tourism sector, attracting national and international travellers thanks to its exceptional biodiversity, unique natural landscapes and rich cultural heritage. This growth has stimulated demand for quality hotel accommodation and led to the expansion of the hotel sector in many parts of the country. To support the development of tourism and the hotel sector, investors have made significant investments in tourism infrastructure, including the construction and renovation of hotels, the diversification of offerings, and the strengthening of basic services. These efforts cannot develop the sectors without the skills of the employees. In this context, this study aims to analyse the importance of collective skills in organisational performance.

Based on the results of a sample survey of 250 employees of hotel establishments in Madagascar, the following analyses will attempt to verify the hypothesis suggesting that knowledge sharing between employees improves the performance of hotel establishments.

I- CONCEPTUAL BASIS

Competence is defined as knowing how to mobilise knowledge or qualities to deal with a given problem (Breillot Jean Marie, 1993). Competence can be considered from the angle of knowledge, professional behaviour, experience or the problem-solving process to be implemented in the course of action.

Competence is in fact a combination of knowledge, know-how and interpersonal skills; the individual will mobilise these different sources simultaneously (Cohen-Heagi Annick, 2010). Competence in the corporate context is the sum total of the skills that employees apply in their working lives.

Collective skills were developed with the project groups set up to respond to the right strategic decisions. Subsequently, new ways of organising work have made it possible to develop group work. The collective skills of an organisation are much more than the sum of individual skills.

In fact, individual skills do not add up, they "multiply" in synergy (if the skill of a team member is zero, the team's result is likely to be very compromised...) the dynamic integration of all these skills is achieved

thanks to a shared culture and collective organisational know-how. Collective competence is reflected in the overall performance of the organisation for the employees, and is recognised in concrete terms through the various forms of collective remuneration, which will be discussed later (Jean Peul Jués, 2002). Collective competence may represent the company's main activity, selling collective know-how. The participants will use their own individual skills, but depending on the links that are forged, the previous relationships that bind people together, their motivations and personal objectives, collective skills specific to the group will be created.

Collective competence is assumed to be the demonstrated or demonstrable ability of an organised group of people to achieve a result such as carrying out a given activity with an established performance threshold (Lorino, 2007).

II- RESULTS

The results of this research first focus on the aspect of collective competence within the establishments, measured by the level of knowledge sharing and teamwork. Perceptions of the performance of these establishments will then be analysed.

2.1 Sharing knowledge between employees

Knowledge sharing between employees, often referred to as 'knowledge management' or 'knowledge transfer', refers to the process by which individuals within an organisation share, disseminate and make available to others in the organisation the knowledge, skills, expertise and information they have acquired. Analysis of the views of hotel staff on knowledge sharing in their working environment reveals distinct and significant trends in knowledge sharing. When it comes to the use of sharing platforms, an overwhelming majority (88%) say they use them rarely, while only a small fraction use them often or always (6%). So, despite the availability of these tools, they are not actively used by staff for knowledge sharing. This could be explained by a lack of familiarity with the technologies in question, or a marked preference for traditional methods of communication.

On the other hand, indicators such as training new staff and sharing knowledge between colleagues show a very positive trend, with the majority of responses falling into the 'often' and 'always' categories (91% for training new staff and 90% for sharing between employees). This shows that, although digital platforms are underused, traditional methods of knowledge sharing, such as face-to-face training and direct advice, are strongly embedded and valued in the hospitality working environment. A culture of face-to-face knowledge sharing is then highlighted and underlines the importance of maintaining these personal interactions for effective knowledge transfer.

Table 1: Distribution of hotel staff views on knowledge exchange in their working environment

Opinions Knowledge sharing indicators	Never	Rarely	Quite often	often	always	TOTAL
28- Sharing platforms	3,0%	88,0%	3,0%	4,0%	2,0%	100%
29- Training for new recruits	2,0%	2,0%	5,0%	83,0%	8,0%	100%
30- Advice from superiors	4,0%	5,0%	4,0%	84,0%	3,0%	100%
31- Knowledge sharing between employees	3,0%	4,0%	3,0%	85,0%	5,0%	100%
All	3,0%	24,8%	3,8%	64,0%	4,5%	100%

Source: Authors, 2024.

2.2 Teamwork in the hotel sector

Our analysis also focused on assessing the existence of teamwork within the hospitality sector, providing valuable insight into collaboration within this industry. These results reveal employees' perceptions and practices of teamwork, underlining the importance of this collaboration in an interdependent environment such as the hotel industry. In fact, this study aims to deepen our understanding of the factors that positively or negatively influence teamwork, thus offering guidelines for improving operational efficiency and customer satisfaction.

To this end, the analysis of data on the evaluation of teamwork dynamics by hotel sector staff reveals valuable and significant insights into the perception of these key aspects of collaboration within the industry¹.

Firstly, with regard to communication, it is encouraging to note that the overwhelming majority of employees (88%) perceive it as 'good' or 'excellent'. Effective communication is essential in the hotel industry to ensure a smooth service and to meet customers' needs. This high rating of communication indicates a solid foundation for teamwork within the industry. Similarly, collaboration is rated highly, with 90% of employees rating it as 'good' or 'excellent'. This reinforces the importance of cooperation in the hospitality sector, where diverse teams work together to ensure an exceptional customer experience.

¹ The chi-square test shows that the dependence is highly significant. $\chi^2 = 762,84$, $ddl = 16$, $1-p = >99,99\%$.

However, it is interesting to note that contribution to purpose is less positively rated, with only 8% of employees rating it as 'good' or 'excellent'. This observation suggests that there may be opportunities for improvement in the way employees perceive their contribution to the company's objectives. Finally, trust between employees and feedback mechanisms are also areas that need attention, as they receive lower ratings.

All in all, this analysis highlights the strengths and weaknesses of teamwork dynamics in the hotel sector, offering avenues for future improvement.

Table 2: Distribution of hotel sector staff opinions on the Teamwork Dynamics Assessment.

Criteria for teamwork dynamics	Very bad	Bad	Acceptable	Good	Excellent	TOTAL
32- Communication	3,0%	3,0%	2,0%	88,0%	4,0%	100%
33- Collaboration	4,0%	4,0%	2,0%	86,0%	4,0%	100%
34- Contribution to the objective	4,0%	4,0%	84,0%	3,0%	5,0%	100%
35- Employee trust	4,0%	5,0%	84,0%	4,0%	3,0%	100%
36- Feedback	3,0%	1,0%	85,0%	6,0%	5,0%	100%
Together	3,6%	3,4%	51,4%	37,4%	4,2%	100%

Source: Authors, 2024.

2.3 Financial performance

Financial performance analysis is essential in the hotel sector for several reasons. Firstly, it measures the company's ability to maintain production, value added, EBITDA and profits, which is crucial to financial stability. It also provides key indicators for assessing the effectiveness of management and investment strategies. Finally, this analysis enables us to anticipate economic trends and identify areas requiring adjustment, which is vital in a competitive sector such as the hotel industry.

The results of the analysis of financial performance in hotel establishments according to the opinions of staff in the sector show that the majority of staff agree or strongly agree with regard to performance on production (86%) and performance on gross surplus (84%). This suggests that these aspects of financial performance are generally well managed and maintained by hotel companies. However, when it comes to value added performance and profit performance, the percentages of agreement are slightly lower, although still in the majority. Results such as these indicate that some businesses may face challenges in maintaining optimal levels of value added and profit.

It is important to note that the views of hotel staff reflect their perception of financial performance, which

can influence their motivation and commitment to the business. The results suggest that companies may need to communicate more about their value-added and profit performance to build staff confidence and identify opportunities for improvement. Overall, these evaluations highlight the importance of closely monitoring financial performance in the hospitality sector to maintain a profitable and sustainable operation.

Table 3: Breakdown of hotel staff ratings for the various performance categories observed.

Opinions Types of performance	Strongly disagree	disagree	Somewhat agree	agree	Strongly agree	TOTAL
57- Performance on production	4,0%	2,0%	4,0%	86,0%	4,0%	100%
58- Performance on value added	3,0%	7,0%	1,0%	82,0%	7,0%	100%
59- Performance on Gross Surplus	4,0%	3,0%	84,0%	5,0%	4,0%	100%
60- Performance sur bénéfices	3,0%	4,0%	2,0%	86,0%	5,0%	100%

Source: Authors, 2024.

On the other hand, the table below shows the average scores of the opinions of hotel company employees according to the activity of the establishment on the financial performance indicators. Overall, catering establishments obtain the highest scores on all indicators, indicating a better perception of financial performance. Leisure establishments also scored highly. On the other hand, accommodation and other activities scored slightly lower. These results suggest that financial performance varies according to the activity of the establishment, with specific areas for improvement in each category.

The high scores for catering and leisure establishments indicate greater satisfaction with the maintenance of production, value added, and profits received in recent years. However, leisure establishments have a slightly less favourable perception of the maintenance of gross operating surplus. On the other hand, accommodation and other activities have slightly lower average scores on all indicators, suggesting potential challenges in managing financial performance. These results highlight the importance of understanding the specifics of each type of activity in the hotel sector in order to optimise financial performance.

Table 1 Average scores of hotel company employees' opinions on financial performance indicators, by business activity

71- What is your company's activity?	Accommodation	Restaurants	Leisure	Other
57- Has your company managed to maintain its production levels in recent years?	3,80	4,00	3,93	4,00
58- Has your company managed to maintain its added value in recent years?	3,79	4,00	4,07	4,00
59- Has your company managed to maintain its gross operating surplus in recent years?	3,02	3,00	2,93	3,00
60- In recent years, has your company been able to maintain its profits?	3,83	4,00	3,84	4,00

Source: Authors, 2024.

2.4 Sales performance

Analysis of the distribution of hotel staff opinions on the commercial performance of their establishments provides valuable and significant insights into the different aspects of this performance. Regarding the performance of customer portfolios, an overwhelming majority (83%) of respondents agree that this aspect is well managed, while only 7% strongly disagree. This trend indicates an overall positive perception of customer relationship management within hotels, a crucial element in retaining and attracting new customers. As for competitive performance, it is notable that 88% of respondents agree somewhat, but a smaller proportion (only 7%) express total agreement. A recognition of the strong competition in the sector, with moderate satisfaction regarding the establishment's competitive position, could therefore be a logical reflection of this situation.

Performance in terms of brand awareness and sales also received predominantly positive assessments, with 83% and 83% of respondents respectively saying they agree. These results reinforce the importance attached by staff to reputation and the ability to generate revenue. Nevertheless, the relatively low proportion of respondents who strongly agreed (8% for reputation and 5% for turnover) suggests that there are opportunities for improvement in these areas. Finally, margin performance stands out, with an impressive 86% strongly agreeing. This extremely positive perception could indicate high operational efficiency and good cost management in the establishments concerned.

Overall, these results show a positive trend in hotel staff's perception of their establishment's commercial performance. It is clear that aspects relating to the management of costs and margins are particularly well rated. Nevertheless, although satisfaction is high in most areas, the areas of awareness and turnover show

room for improvement, suggesting that further efforts could be beneficial. These staff insights are valuable, as they reflect not only operational reality but also morale and internal perception, important factors in the overall success of a hotel establishment.

Table 5: Distribution of hotel staff opinions on the commercial performance of their establishments

Opinions Business indicators	performance	Strongly disagree	disagree	Somewhat agree	Strongly agree	TOTAL	
61- Leaflet performance		7,0%	4,0%	3,0%	83,0%	3,0%	100%
62- Competitive performance		1,0%	4,0%	88,0%	3,0%	4,0%	100%
63- Awareness performance		4,0%	3,0%	83,0%	8,0%	2,0%	100%
64- Turnover performance		7,0%	4,0%	1,0%	83,0%	5,0%	100%
65- Margin performance		2,0%	6,0%	3,0%	3,0%	86,0%	100%
All		4,2%	4,2%	35,6%	36,0%	20,0%	100%

Source: Authors, 2024.

The ANOVA analysis reveals a statistically significant correlation between the main activity of hotel establishments and employees' perception of their business performance, as shown by the high F value of 5.801. This value indicates the existence of marked differences between the groups, i.e. between employees' perceptions according to the main activity of their hotel. The Sig. (Statistical Significance) value of 0.000 is particularly noteworthy. Being well below the usual threshold of 0.05, it confirms that these dissimilarities are not the result of chance, but rather are significant and systematic. In other words, the main activity of a hotel establishment has a real and measurable influence on the way employees assess the commercial performance of their workplace.

Table 6: Anova on comparisons of mean scores of employees' opinions of business performance according to the hotel establishment's main activity

Sales performance					
	Sum of squares	ddl	Mean square	F	Sig.
Intergroups	5,609	7	,801	5,801	,000
Intragroup	25,967	188	,138		
Total	31,576	195			

Source: Authors, 2024.

2.5 Social performance

Our research focused on analysing the social performance of hotel establishments, based on aspects such as organisational structure, employee cohesion and involvement, and employee satisfaction. This approach makes it possible to assess how these establishments manage and develop their human capital, a key factor in a service-oriented sector. Understanding the effectiveness of the internal structure, team dynamics, and the degree of employee engagement offers valuable insights for improving service quality, productivity and, ultimately, customer satisfaction.

Our results highlight a significant, generally positive perception of social performance in hotel establishments, with clear areas of strength in terms of organisational structure, team cohesion and employee engagement. However, they also highlight the importance of continuing to work on improving employee satisfaction to ensure an optimal working environment and support the overall performance of the establishment.

In fact, when it comes to the performance of the organisational structure, the majority of respondents (83%) agree with the quality of their establishment's structure, while only 6% strongly disagree and 6% disagree. This trend suggests that the majority of employees perceive their organisational structure as effective and well established. Such a perception may be reflected in the existence of good internal communication, a clear hierarchy and effective working procedures, which are essential for the smooth running of a hotel establishment.

When it comes to employee cohesion and involvement, the scores are also very positive. Respectively 85% and 86% of respondents agree somewhat on these points, with a small percentage (5% for cohesion and 2% for involvement) disagreeing strongly. These results suggest that employees generally feel integrated and involved in their work. Strong team cohesion is crucial in the hotel industry to ensure quality customer service, while high employee involvement is often associated with better performance and greater job satisfaction.

However, when it comes to employee satisfaction, although 88% of respondents agree somewhat about their job satisfaction, it is notable that no one strongly agrees. This lack of strong positive statements could indicate areas for improvement in terms of job satisfaction. Reasons could include aspects such as working conditions, pay, professional development opportunities or well-being at work.

Table 7: Distribution of hotel staff opinions on the social performance of their establishments

Opinions Social performance indicators	Strongly disagree	disagree	Somewhat agree	Strongly agree	TOTAL	
66- Structural performance	6,0%	6,0%	3,0%	83,0%	2,0%	100%
67- Cohesion performance	5,0%	4,0%	85,0%	2,0%	4,0%	100%
68- Involvement performance	2,0%	3,0%	86,0%	4,0%	5,0%	100%
69- Satisfaction performance	2,0%	5,0%	88,0%	5,0%	0,0%	100%
All	3,8%	4,5%	65,5%	23,5%	2,8%	100%

Source: Authors, 2024.

III- DISCUSSIONS

In order to validate the hypothesis suggesting that consideration of collective competence improves the performance of hotel establishments, we first need to verify the impact of knowledge sharing on company performance, and then analyse the dependency between teamwork and social performance.

3.1 Sharing knowledge between employees in the hotel sector improves the company's financial performance

In order to validate whether knowledge sharing between employees in the hotel sector improves the company's financial performance, we carry out an econometric analysis associating the dependent variable "Financial performance" and the independent variable "Level of knowledge sharing". The analysis of the summary model of the financial performance of hotel establishments, focusing on the level of knowledge of employees, indicates a significant link between knowledge sharing and financial performance. With an R-two of 0.411, this model explains 41.1% of the variance in financial performance. The level of knowledge sharing within the company is therefore a major factor influencing financial performance. The variation statistic for F, at 12.217 with a significance (Sig.) of 0.001, confirms the statistical robustness of this link.

These results highlight the fundamental importance of an organisational culture that actively encourages knowledge sharing. In the hotel sector, where customer service and user experience are paramount, the

effective dissemination of knowledge among employees can lead to substantial improvements in service quality, operational efficiency and, ultimately, financial profitability. Sharing knowledge not only fosters innovation and continuous improvement, but also contributes to better decision-making and greater adaptability in the face of market changes. Investing in strategies that facilitate knowledge sharing, such as ongoing training, mentoring and knowledge management systems, can therefore be seen as a strategic lever for improving the financial performance of hotel businesses.

Table 8: Summary of the financial performance model according to the level of knowledge of hotel employees

R	R-TWO	Modifying statistics			
		Variation of F	ddl1	ddl2	Sig. Variation of F
,641 ^a	,411	12,217	1	198	,001

a. Predictors: (Constant), level of knowledge sharing

Source: Authors, 2024.

Detailed analysis of the coefficients in the hotel financial performance model, focusing on the level of knowledge sharing, shows significant information about the relationship between knowledge sharing and the financial health of these firms.

The non-standardised coefficient for the level of knowledge sharing is 0.319, with a standard error of 0.091. This translates into a standardised coefficient (Beta) of 0.241, and a significant t-value of 3.495, indicating a statistical significance (Sig.) of 0.001. These figures clearly show that the level of knowledge sharing within hotel establishments has a positive and significant impact on their financial performance. Effective knowledge sharing among employees not only improves their competence and efficiency, but also has a positive impact on the bottom line. In a customer-focused industry such as hospitality, the ability of employees to access and share relevant and up-to-date information can directly affect service quality, which in turn impacts customer satisfaction and loyalty, leading to improved financial performance.

The results reinforce the strategic importance of promoting a knowledge-sharing culture within hospitality establishments. Investing in knowledge management systems, continuous training programmes and internal expertise sharing initiatives can be extremely beneficial. In addition, these investments can lead to improved innovation and creativity within the business, providing a competitive advantage in the marketplace. The ability to respond quickly to market developments and changing customer needs, thanks to shared and up-to-date knowledge, is a key element in maintaining and improving financial performance in a competitive business environment.

In short, the level of knowledge sharing is a crucial factor in the financial success of hospitality businesses. Companies that actively encourage and facilitate the sharing of knowledge among their employees are better positioned to improve their financial performance, through better service quality, greater operational efficiency, and an increased ability to innovate and adapt to market changes.

Table 9: Coefficients of financial performance model variables according to the level of knowledge of hotel employees

Model	Non-standardised coefficients		standardised coefficients	t	Sig.
	B	Standard error	Bêta		
(Constant)	2,545	,314		8,110	,000
LEVEL OF KNOWLEDGE SHARING	,319	,091	,241	3,495	,001

a- Dependent variable: financial performance

Source: Authors, 2024.

3.2 Teamwork among hotel staff is a key factor in the organisation's social performance.

In addition, the summary model of social performance for hotel establishments, based on the quality of communication, collaboration between employees, contribution to the objective, mutual trust and the feedback mechanism, also showed significant results. With an R-squared of 0.404, the model explained 40.4% of the variance in social performance, showing a significant influence from the factors studied. The F-statistic of 9.119 with a significance (Sig.) of 0.000 underlines the statistical relevance of the model.

Each predictor thus plays a significant role in the social performance of hotel establishments. These results highlight the importance of effective communication and close collaboration between employees to achieve common goals. Mutual trust between employees also seems to be a determining factor, leading to a more harmonious and productive working environment. The feedback mechanism, evaluated positively, indicates that constructive and regular feedback helps to improve performance. de l'établissement. Ensemble, ces facteurs créent un environnement propice à une performance sociale optimale.

Table 10: Summary of the social performance model according to the quality of communication, collaboration between employees, contribution to the objective, mutual trust and the feedback mechanism of hotel employees.

R	R-TWO	Modifying statistics			
		Variation of F	ddl1	ddl2	Sig. Variation of F
,636 ^a	,404	9,119	5	194	,000

a- Predictors: (Constant), 36-How do you rate the feedback mechanism within the company?, 34-How do you rate the contribution of each individual to achieving the common goal?, 32-How do you rate the quality of communication between employees within your organisation?, 33-How do you rate collaboration between employees to solve problems and accomplish tasks collectively?, 35-How do you rate mutual trust between employees?

Source: Authors, 2024.

The social performance of hotel establishments is a complex and multidimensional subject, as revealed by the analysis of the coefficients of the different variables in the model studied. Each variable plays a distinct role in shaping the hotel's organisational and interpersonal environment, thus influencing its overall social performance.

The quality of communication between employees, with a coefficient of 0.067 and a statistical significance of 0.031, shows a positive impact on social performance. This highlights the importance of effective and transparent communication within teams. Furthermore, in the hotel sector, where customer service and internal coordination are crucial, clear communication can reduce misunderstandings, promote effective information sharing and improve harmony within teams. The results of this analysis show a significant improvement in customer satisfaction and an increase in organisational performance. However, the modest effect of this variable suggests that there are other, more influential factors in determining social performance.

At the same time, collaboration between employees to solve problems and carry out tasks collectively, with a coefficient of 0.080 and a significance of 0.004, was also found to be a more significant factor. This result indicates that hotel establishments benefit greatly from a collaborative work culture. Such a culture not only encourages creative problem-solving and greater responsiveness to customer needs, but also strengthens employees' sense of belonging and motivation. In an environment where every member of the team feels valued and involved, social performance improves, which is reflected in customer satisfaction and the reputation of the business. Therefore, investing in initiatives that promote teamwork and inter-departmental collaboration can have a significant impact on overall social performance.

Table 11: Coefficients of the variables in the social performance model according to the quality of communication, collaboration between employees, contribution to the objective, mutual trust and the feedback mechanism of hotel employees

Model	Non-standardised coefficients		standardised coefficients	t	Sig.
	B	Error standard	Bêta		
(Constant)	4,137	,268		15,422	,000
32- How would you rate the quality of communication between employees in your organisation?	,067	,031	-,050	2,172	,031
33- How would you rate the collaboration between employees to solve problems and accomplish tasks collectively?	,080	,027	,192	2,919	,004
34- How do you rate the contribution of each individual to achieving the common goal?	-,102	,032	-,217	-3,198	,002
35- How would you rate the mutual trust between employees?	-,156	,038	-,308	-4,071	,000
36- How would you rate the feedback mechanism within the company?	-,133	,037	-,268	-3,574	,000

a. Dependent variable: social performance

Source: Authors, 2024.

However, the analysis also reveals some counter-intuitive aspects. In particular, individual contribution to the common goal has a negative impact on social performance, with a coefficient of -0.102 and a significance of 0.002. This finding suggests that too much emphasis on individual performance could be detrimental to group dynamics and team spirit, essential elements in the hotel sector. Similarly, mutual trust between employees, despite its usually positive role in many organisational contexts, shows a significant negative impact in this model (coefficient of -0.156, significance of 0.000). This could indicate that excessive trust without appropriate checks and balances can lead to complacency or gaps in collective responsibility. Finally, the feedback mechanism, with a coefficient of -0.133 and significance of 0.000, highlights that current feedback methods could be perceived as inadequate or demoralising, negatively affecting social performance.

These results provide an overview of the factors influencing social performance in the hotel sector. They highlight the importance of effective management of communication, collaboration, trust and feedback in improving the working environment and overall social performance. For hospitality businesses, recognising and addressing these aspects carefully is essential not only to organisational success, but also to creating a healthy and productive working environment.

CONCLUSION

In short, the sharing of knowledge between employees in the hospitality sector plays a crucial role in improving the operational and financial performance of businesses. This finding highlights the importance of the circulation of knowledge and experience within the organisation, which contributes to better decision-making, innovation and operational efficiency. On the other hand, teamwork among hotel company employees is an essential determinant of the organisation's social performance. This collaborative interaction and synergy of collective skills not only strengthens internal relationships, but also contributes to a better reputation and greater social commitment for the company. Taken together, this evidence clearly demonstrates that collective skills, through effective knowledge-sharing and harmonious teamwork, are fundamental levers for business performance in the hospitality sector

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