

Hiring Practices, Compensation Practices, and Supply Chain Responsiveness in Tanzanian Tourist Hotels: Mediating Role of Job Satisfaction

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Abstract

Service supply chain responsiveness in tourist hotels is an important phenomenon in today's hotel business operations. Despite being established key factor for driving organizational success, the role hiring practices, compensation practices, job satisfaction play on supply chain responsiveness has received little attention from researchers. This paper addresses the knowledge gap by examining the relationships between hiring and compensation practices on supply chain responsiveness as mediated by job satisfaction. The study employed a cross-sectional survey strategy for 228 tourist hotel managers in Tanzania. Data analysis was done with the help of Partial Least Square Structural Equation Modelling. Results showed a positive relationship between hiring practices and supply chain responsiveness. Results also showed an insignificant positive relationship between compensation practices and supply chain responsiveness. In addition, the results showed significant positive relationships among hiring and compensation practices and job satisfaction. Furthermore, results showed a significant positive relationship between job satisfaction and supply chain responsiveness. The results also showed job satisfaction partially mediated the relationship between hiring practices and supply chain responsiveness. Again, job satisfaction mediated fully the relationship between compensation practices and supply chain responsiveness. It is recommended that hotel managers and policymakers implement hiring practices, compensation practices to bring and motivate hotel employees to manage supply chain-related activities such as supply chain responsiveness through job satisfaction.

Keywords: Hiring, Compensation, Job Satisfaction, Supply Chain Responsiveness

Introduction

Tourist hotels remain competitive by providing quality services to their customers. However, offering quality services is an effort of so many coordinated firms in the supply chain. Supply chain responsiveness is an important phenomenon. A responsive supply chain helps organizations to respond quickly to customers' requirements, deliver services on time, minimize cost and achieve accurate forecasting of data (Qi et al. 2017; Pellathy, Burnette, & Stank, 2020). However, achieving success of supply chain responsiveness in organization has been a great challenge. This has resulted scholars to have great interest to investigate its antecedents and determinants (Sandberg & Jafari, 2018; Yang, Xie, Yu, & Liu, 2019). Yang *et al.* (2019) opined that supply chain responsiveness is explained by factors such as information sharing, and supplier performance while Sandberg and Jafari (2018) argued that effective supply chain responsiveness in retail sector require supply chain models that take into consideration factors such as proximity to customers, and real-time demand adjustments. Despite these efforts little have been done to

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examine supply chain responsiveness from hiring practices, compensation practices while considering the mediating effect of job satisfaction (Gu, Zhang, Li, and Huo, 2023).

Additionally, previous studies have concentrated on manufacturing organizations (Gu, Zhang, Li, and Huo, 2023; Ali-Hawajreh and Attiany, 2014), this paper concentrates on the service industry such as hotel due to the following reasons: firstly, the service industry is increasingly important worldwide and they contribute to the world economy. For example, Haksever and Render (2013) provided that service industry contributes to more than 82% of the USA gross domestic product (GDP) in 2012. In Tanzania for example, tourism services lead to the important contribution to GDP to the tune of TZS 16,733.6 billion in 2024 and it is expected that this contribution will grow even bigger (Bank of Tanzania, 2024). Secondly, service sector contributes to employment. For example, Organization for Economic Cooperation and Development (OECD) (2017) provides that service industries constituted around 70% of the aggregate production and employment worldwide. Thirdly, services differ from manufacturing industry because the service industry is labour intensive, involves customer, service heterogeneity, intangibility, simultaneity of production and consumption, customer-supplier duality and delivering high-quality customer interactions (Zhou *et al.*, 2009; Elrehail *et al.*, 2020). Fourthly, service sector is very large, due to the uniqueness of the hotel industry in the tourism sector, this paper chose the hotel industry because it includes heterogeneous and homogeneous companies when offering services to customers. It also creates both direct and indirect economic impacts on indigenous surrounding the hotel (Bresciani, Thrassou and Vrontis, 2015).

Despite the importance of the hotel industry, the Tanzanian hotel industry still faces difficulties in fulfilling customer requests, planning and forecasting customer demand, delivery of poor-quality services, inflexibility of the hotel operations, costly operations, and unreliability of their services to mention a few (Wilbard, 2017; URT, 2015; Kazimoto, 2014). Therefore, these problems can be eliminated or at least reduced if best hiring practices and compensation practices are applied to the management of employees through job satisfaction. Hiring practices bring employees with appropriate skills, knowledge, experience, culture, and abilities. Compensation practices make these employees motivated and retained. Job satisfaction helps organizations to measure the extent to which employees are satisfied with job aspects, policies, and supervision. These practices when applied appropriately have the potential to ensure optimal supply chain responsiveness. Rahman and Syahrizal (2019) contended that compensation improves job satisfaction as well restraining turnover intentions among employees, suggesting that the more employees are satisfied, the more it contributes to supply chain responsiveness, accentuating the potential for job satisfaction to mediate these relationships.

With this research aims and setting, this study offers six main contributions. First, the empirical findings reveal hiring practices relate positively with supply chain responsiveness in the tourist hotel industry. Second, hiring practices relates positively with job satisfaction. Third, job satisfaction relates positively with supply chain responsiveness. Fourth, job satisfaction mediates partially the relationship between hiring and supply chain responsiveness. Fifth, compensation practices relate positively with job satisfaction but it does not relate with supply chain responsiveness. Sixth, job satisfaction fully mediates the relationship between compensation and supply chain responsiveness. These findings enhance the understanding of the effects of hiring practices and compensation practices on supply chain responsiveness through job satisfaction.

Theoretical Literature Review

AMO Theory

AMO (Ability-Motivation-Opportunity) theory has received much attention and widely used to improve hiring practices, compensation practices, and job satisfaction that align with improved employee and organizational performance such as supply chain responsiveness (Bos-Nehles *et al.*, 2023, Rauch & Hatak, 2016). Accordingly, human resources practices based on AMO theory such as skill-building initiatives, motivational compensational systems and opportunities enhancing practices can enhance supply chain responsiveness. Applying AMO theory in supply chain responsiveness means giving supply chain employees and managers skills, motivation, and opportunities to answer distributors/customers' queries on time, reduce lead times, reduce time to process received orders, and reduce time to deliver. Employees' ability (A) can be obtained through hiring to ensure that firms obtain employees that have the required skills, ability, experience and the cultural fit. Motivation (M) is influenced by extrinsic (e.g. financial) and intrinsic rewards (e.g. interesting work) performance reviews, feedback, career development, employment security, and work-life balance. Opportunity (O) is influenced by involvement initiatives, team working, job satisfaction, autonomy, communication, job design and job rotation (Naqshbandi *et al.*, 2024).

Supply Chain Operations Reference Model

The SCOR model provides five key management processes: plan, source, make, deliver, and return from the supplier's provider to the customer (Stewart, 1995). Each of these five processes mentioned above is important for inter- and intra-organizational processes in the supply chain and is associated with five measurement criteria: supply chain reliability, responsiveness, flexibility, cost, and assets (Yan *et al.*, 2007). These measures reflect the two broader measures of supply chain performance namely effectiveness and efficiency. The effectiveness of supply chain performance is measured by reliability, responsiveness, and flexibility while the efficiency of supply chain performance is measured by cost reduction and assets management efficiency. This paper focuses on the effectiveness side where supply chain responsiveness is considered. Researchers have widely applied the SCOR Model in various contexts, and the model has demonstrated effectiveness in enhancing supply chain responsiveness. For example, Jafari *et al.* (2023) highlighted that SCOR –driven improvement in supply chain flexibility and responsiveness leads to better customer satisfaction. Savino *et al.* (2018) brought out that the Radio Frequency Identification (RFID) – enabled supply chain based on the Supply Chain Operations Reference (SCOR) framework reduced delivery time and enabled product tracking in a timely way among shared partners in the supply chain context. Generally, this study has used AMO to identify hiring practices, compensation practices, and job satisfaction. In addition, the study has used SCOR to identify supply chain responsiveness. These practices and capabilities once appropriately used by hotel managers might improve the success of supply chain responsiveness. Specifically, the study proposed that job satisfaction mediate the relationship between hiring practices and supply chain responsiveness, and again, job satisfaction mediate the relationship between compensation practices and supply chain responsiveness.

Hypotheses Development

Hiring and Supply Chain Responsiveness

The purpose of hiring practices are to get employees that fit with organisational values and culture. Hiring enables the managers of the hotels to bring in people with appropriate skills, experience, and cultural fit that ensures success of supply chain responsiveness in hotels. Effective hiring practices focuses on bringing people to the hotels with appropriate values,

culture, skills requirement, and adaptability. Bos-Nehles *et al.* (2023) argues that at the organizational level AMO variables such as hiring practices leads to organizational performance when applied correctly. These practices include recruiting employees based on skills and values needed in the organization and not according to technical know who. Huo *et al* (2015) argue that hiring practices implies a significant improvement in the ability of the organization to get employees with the right attitude, teamwork spirit, and cultural fit to deal with supply chain integration in a dynamic environment. Mambula, Francis and Zirra (2021) opined that employee skills are important for enhancing decision-making and adaptive capabilities. However, Arora, Malhotra and Ruhil (2024) argues that misaligned hiring can lead to skills gaps, decreased productivity and inability to meet the organizational goals. Therefore, employees' abilities obtained through hiring practices allows hotels to remain competitive by ensuring employees have quick response to distributors/suppliers' queries and offering services as per promises made in an appropriate speed. In so doing, hotels are said to be responsive. This cannot happen if the supply chain responsiveness is not prioritised. The following hypothesis was proposed:

H₁: There is a positive relationship between hiring practices and supply chain Responsiveness

Compensation Practices and Supply Chain Responsiveness

Compensation involves an exchange between employees and employers. In this exchange, employees receive wages, salaries, incentives, fringe benefits, and other allowances while employers receive skills, and experience to execute various tasks to meet organizational goals. To attract and retain the best employees, hotels need to offer attractive compensation packages (Omar *et al.*, 2021). Hotels that demonstrate good compensation practices or strategies are likely to attract and retain employees compared to hotels that do not. Organizations that ensure employees are paid based on performance, fair incentive systems, fair reward systems, regular market analysis on pay, clear job description, and fair equitable benefits are likely to motivate workers, thereby promoting retention and organizational performance (Galanaki, 2020; Omar *et al.*, 2021). Offering appropriate compensation or rewards helps to motivate employees to cooperate with their supply chain partners to perform different functions both internally and externally on time so as to eliminate internal and external disruptions (Muntaka *et al.*, 2017). Okeye (2022) in a correlational study concluded that compensation practices have a significant effect on organizational performance. Ampong (2024) argued that effective compensation and employee welfare system provides a strong backbone for all policies within the banking industry and which has strong correlation with organizational performance. However, previous studies in hospitality industry observed that luxury hotels had poor compensation based on structure, location and collective bargaining agreement between employer and employees' union, suggesting a weak relationship between compensation and hotel performance (Ahmad and Scott, 2022; Dwesini, 2019; Goh and Okumus, 2020). The appropriately designed compensation system that encourages individuals to increase productivity is a source of competitive advantage. This is due to the fact an individual becomes more motivated and passionate to make more money. The following hypothesis was proposed

H₂: There is a positive relationship between compensation practices and supply chain Responsiveness

Hiring Practices and Job Satisfaction

Organizations have two ways when seeking to select employees from the labour market: internal hiring and external hiring. Internal hiring means recruiting employees that have been developed

by the organization internally while external hiring is the acquisition of employees from the labour market outside the organisation. Basically, during hiring, organizations define the criteria that would make individuals enter the organization. Also, the major activities within hiring are to identify, attract, and engage the best individuals who will enable the attainment of the strategic goals of the business. Together, with the above-mentioned methods, managers use a lot of other employee characteristics to select the employees they wish and who will help to achieve the strategic objectives of the organization. Managers may analyse a variety of information from the pool of applicants to understand their work attitudes, cultural fit, necessary qualifications, experience, abilities, information sharing behaviour and so on. These practices are important for organizational outcomes such as job satisfaction. Managers that ensure quality hiring procedures are likely to increase the retention rate, organizational commitment, job satisfaction, and productivity of employees (Sutanto & Kurniawan, 2016). Thus, for managers to increase the appropriate level of satisfaction to employees they need to ensure that employees are satisfied with pay, fair promotion procedures, fair supervision, satisfactory fringe benefits, and contingent rewards on performance.

However, it is important that managers understand during hiring that information given to employees at the induction stage is complete because it has connection with satisfaction of employees. In addition, blind advertising strategy where managers hide some of the information on pay, promotion, supervision, fringe benefits and contingent rewards are not effective as employees do not understand the operating procedure and the rule of the game of the organization, as a result the level of job satisfaction would be in trouble. According to AMO theory, employees who are given the opportunity to participate and have a well-balanced motivation and abilities will be in a position to be highly satisfied and consequently perform better. Also, satisfied employees are likely to increase performance, efficiency, and interpersonal relationship improvements and reduce absenteeism (Inuwa, 2015). Additionally, hiring may positively affect job satisfaction because when employees realize that they are in the organization due to their cultural fit, experience, skills and knowledge and not because “know whom”, they are likely to show feelings of pleasure. These feelings of pleasure are important for gauging employee attitude, and the way they perceive other aspects of jobs such as compensation, supervision, promotion and fringe benefits (Ahmad and Scott, 2022). Therefore, the following hypothesis was proposed

H₃: Hiring practices have a positive relationship with employee job satisfaction

Compensation Practices and Job Satisfaction

Compensation entails many components like basic salary, benefits, bonuses, pay for doing extra work and incentives. Compensation practices are very important as they help employees fulfil their needs. Alanazi *et al.* (2023) argued that compensation plays an important role in the retention of nurses because nurses feel they are paid less compared to other profession, hence they got dissatisfied and disappoint with their profession. Miller (2022) commented that job dissatisfaction is caused by less pay compared to work done. Wang (2024) cemented that one of the most important factors in satisfying employees is pay. This means that if employees are compensated according to their needs, they will easily manage the work overload even at the time of disruptions or unexpected business operations. According to AMO theory, proper implementation of compensation practice within organization enables managers to provide incentives based on job/task, experience, team performance and allows discussion on organization reward system. This kind of arrangement increases employee job satisfaction. One of the benefits of job satisfaction is increasing higher retention rates (Irabor & Okolie, 2019). Thus, organizations and

their management should allow discussion of wage with their employees to check if employees are satisfied given the level of production and output produced. Thus, the following hypothesis was proposed

H4: Compensation practices have a positive relationship with job satisfaction

Job Satisfaction and Supply Chain Responsiveness

Locke (1969) explains job satisfaction as “an enjoyable and exciting emotional condition which someone gets in their work.” Satisfied employees may increase organizational performance. In supply chain management thinking, firms work together in their attempt to fulfil customer requirements. This kind of arrangement often leads to employees to have a lot of activities to perform both internally and externally. Some of these activities will beyond the contract the employees are supposed to honour while some of these activities will require rapid execution. Activities of the supply chain responsiveness such as answering distributors/customers’ queries on time, reducing lead times, reducing time to process received orders, and reducing time to deliver according to received orders may not be attained if employees are not satisfied. Employees are likely to be more committed and productive during their jobs if they feel satisfied with their jobs (Thompson & Phua, 2012; Parvin & Kabir, 2011). Thus, this study proposed the following hypothesis

H5: Job satisfaction has a positive relationship with supply chain responsiveness

Mediating Effects of Job Satisfaction on the Relationship between Hiring Practices and Supply Chain Responsiveness

The importance of effective hiring practices to the organization should not be understated. Hotels that apply effective hiring practices are more likely to bring employees who will be satisfied with their roles. When employees are satisfied, they are likely to increase motivation, efficiency, and engagement, and have a positive work attitude, which will directly affect supply chain responsiveness. Strong hiring practices lay the foundation for a responsive supply chain, while job satisfaction makes it happen effectively by keeping employees engaged and motivated to ensure that hotels have the shortest lead time, answer distributors/customers’ queries within the shortest time, process received orders within the shortest time and reducing the time to process the received orders and collaborate both within the hotels and outside hotels. According to AMO theory, employees with abilities have a great chance to show the highest level of satisfaction with organizations’ policies and regulations and hence exhibit support to organizational activities such as supply chain responsiveness (Rubacca and Khan, 2020). In addition, Hendri (2019) concluded that job satisfaction mediated the relationship between organizational learning and employee performance, where the learning activity of the organization was more likely to increase employee job satisfaction, and subsequently, employee job satisfaction affected employees’ performance in terms of supporting various activities of the organization. Joto, Sumaryono and Sari (2024) found that non – physical environment influenced the job satisfaction of employees and later job satisfaction influenced the employee performance of a paper company in Java, Indonesia. Therefore, the following hypothesis was proposed.

H6: Employee job satisfaction mediates the relationship between hiring practices and supply chain responsiveness

Mediating Effect of Job Satisfaction on the Relationship between Compensation Practices and Supply Chain Responsiveness

Compensation within organizations is an important practice that helps to motivate employees to realize organizational goals such as supply chain responsiveness. While compensation practices are likely to have a positive effect on supply chain responsiveness, in most cases it does so indirectly through job satisfaction. When employees reach that level of satisfaction, they are likely to be motivated and engage themselves in activities that support supply chain responsiveness. According to AMO theory, employees with right motivations are likely to be satisfied more than employees who are not, and therefore are likely to support positively organizational activities such as supply chain responsiveness (Rubacca and Khan, 2020). Job satisfaction can help employees to be committed to their roles and consistently execute supply chain tasks effectively, thereby contributing to responsiveness. A stable team which is a result of adequate compensation, and is also satisfied is more likely to ensure supply chain responsiveness (Ivanov, 2024). Idris *et al.*, (2020) confirmed that job satisfaction did not mediate the relationship between compensation and employee performance in Polytechnic colleges in East Java, Indonesia, instead, job satisfaction mediated the relationship between work environment and employee performance. Taamneh *et al.* (2024) found that job satisfaction mediated the relationship between gender equality in human resources management practices and employee performance in educational hospitals in Jordan. Ridha *et al.*, (2020) concluded that job satisfaction mediated the relationship between compensation and Officer performance in eight Public Health Centres in Pinrang District, Indonesia. Therefore, the following hypothesis was proposed.

H₇: Job satisfaction mediates the relationship between compensation practices and supply chain responsiveness

The model in the figure summarizes the discussion and review of literature done so far.

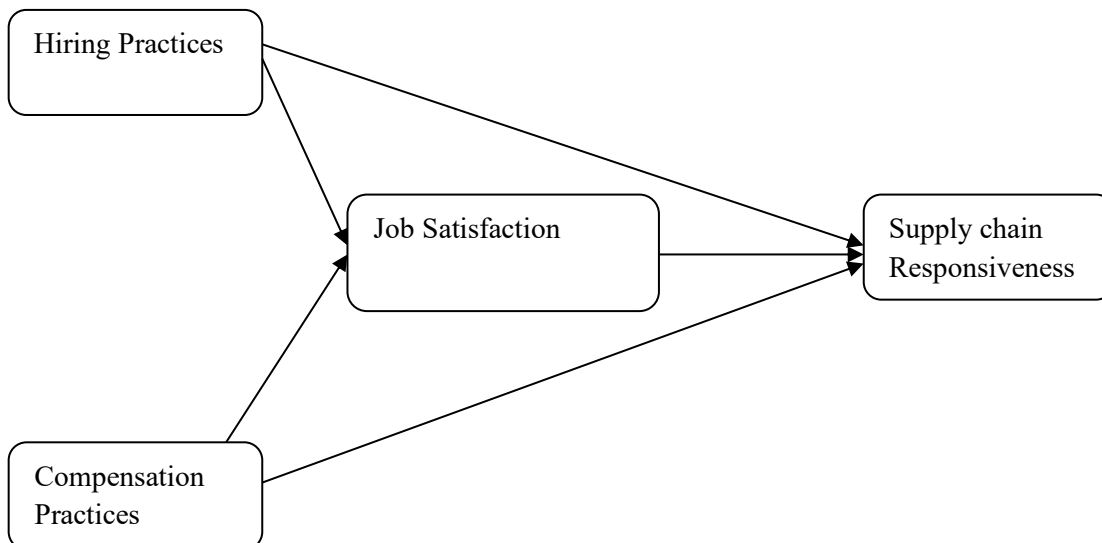


Figure 1: Conceptual Model

Methodology

The study was done in three regions of Tanzania's Mainland namely Arusha, Dar es Salaam, and Kilimanjaro, and the Unguja Island in Zanzibar. These geographical locations were found suitable because they have higher concentrations of hotels than any other regions in Tanzania because of

tourism activities (Sanga, 2014; URT, 2016; Brilliant Africa, 2024). The study made use of 1432 hotels available in Tanzania as at 25th September 2022 from the Ministry of Natural Resources and Tourism. The records from the ministry classified that in Tanzania, there are 378 one-star hotels, 518 two-star hotels, 356 three-star hotels, 138 four-star hotels, and 42 five-star hotels. However, HRM and supply chain management practices can be observed well in three-, four-, and five-star hotels, compared to one and two-star hotels (Felix & Clever, 2014). The unit of analysis for this study was hotels as supply chain responsiveness is an organizational measure. The study employed simple random sampling from hotel managers because managers are knowledgeable on the supply chain activities and management of people in the hotel. The study made use of 228 hotel managers who were given questionnaires to fill.

The study used 7-point likert scale ranging from 1 strongly disagree to 7 strongly agree so as to capture broad hotel managers' opinions on supply chain responsiveness, compensation practices, hiring practices and job satisfaction. Indicators used to measure the construct were adopted and modified from previous published articles and slightly modified to suit this study. Hiring practices were adopted and modified from Huo *et al.* (2015), Sabwani (2015), and Wright (2003). Compensation practices were adopted and modified from Albahussain *et al.* (2016). Job satisfaction was adopted and modified from Maghrabi(1999) and Mayer, Louw, & Baxter, (2015). Supply chain responsiveness was adopted and modified from (Cirtita & Glaser – Segura, 2012).

Results

Presentation of Sample Characteristics

The findings in Table 1 show that 228 hotel managers participated in the study of which (155) 68% were males while (73) 32% were females. This reflects the real situation in the hotel industry in Tanzania where more males participate in managerial positions than their female counterparts. The hotel managers had sufficient experience and had appropriate education levels either as bachelor's degrees or postgraduate degrees with relatively few managers with lower levels of education. Furthermore, Levene's Test of equality of error variance was used to assess the equality of variances across different groups, the results indicate that variances are equal across groups, suggesting sample characteristics do not influence supply chain responsiveness

Table 1: Sample Characteristics and Levene's Test of Equality of Error Variances ^a

Characteristics		Frequency	Percentage
Sex	Male	155	68
	Female	73	32
Age	21-30 years	86	37.7
	31-40 years	74	32.5
	41-50 years	39	17.1
	51-60 years	19	8.3
	Above 60 years	10	4.4
Highest Education level reached	O-Level	6	2.6
	A – level	6	2.6
	Certificate holder	25	11.0
	Diploma	57	25
	Bachelor degree	110	48.2
	Postgraduate degree	24	10.5
Experience in the Hotel Industry	1- 5 years	91	39.9
	5 - 10 years	89	39.0
	10 - 15 years	31	13.6
	15-20 years	6	2.6

	20-25 years	11	4.8
Levene's Test of Equality of Error Variance			
Supply Chain Responsiveness	F= 1.671, df1= 33, df2= 194, P-values= 0.118		
a. Design: Intercept + age + ExperienceC + Highacade + age * ExperienceC + age * Highacade + ExperienceC * Highacade + age * ExperienceC * Highacade			

Descriptive Analysis of Study Variables

Findings in Table 2 shows a list of items, mean and standard deviation values of the four variables.

Table 2: Descriptive Analysis of study variables

Item	Statements	Mean	Std. Deviation
SH1	At this hotel employee recruitment is based on organisational values	4.25	2.453
SH2	At this hotel communication skills are emphasised during recruitment	3.77	2.125
SH3	During recruitment, individuals with computer skills are given priority	3.83	2.175
SH4	This hotel prefers individuals with strong analytical skills during employee recruitment	3.68	2.520
CP1	At this hotel, the employee rewards system is based on job/task	3.03	2.252
CP2	At this hotel workers' fair incentives system is based on experience	4.15	2.146
CP3	At this hotel workers' motivation is attached to organizational performance	4.14	2.169
CP4	At this hotel workers' fair rewards system is based on individual performance	4.18	2.075
JS1	I am satisfied with pay as per industry standard in this hotel	5.40	1.605
JS2	I am satisfied with the fair promotion procedures at this hotel	5.24	1.886
JS3	I am happy with employee recognition	4.71	1.645
JS4	Regular employee feedback programs make me happy	4.56	1.866
SCRe1	This hotel has the shortest lead times from order submission to suppliers to delivery of stock items	5.95	1.385
SCRe2	At this hotel distributors/customers' queries are replied within shortest time	5.82	1.348
SCRe3	Length of time to process a received order is short at this hotel	5.36	1.548
SCRe4	Length of time to deliver according to the received order is very short at this hotel	4.65	1.748

Findings from Table 2 provides the overview of the results of descriptive statistical analysis. Based on the given values it is observed that hiring practices and compensation practices at hotels are somehow good as perceived by the majority of respondents but for job satisfaction of hotel managers and supply chain responsiveness in hotels are perceived to be very good by the majority of respondents.

Results of the PLS-SEM

Measurement Model Estimation Procedure

This paper has applied PLS structural equation modelling (SEM) to estimate the theoretical model using SmartPLS software. The software is suitable when the model is having large number of latent and/or manifest variables and also it does not lead to estimation problems (Henseler, Ringle and Sinkovics, 2009). Additionally, the PLS path modelling results include latent variables scores which are important for evaluating the robustness of the hiring practices, compensation practices and supply chain responsiveness model as mediated by job satisfaction. To assess formative measurement model, the author followed the procedure suggested by Hair *et al* (2017). First, the author ensured content and faces validity by obtaining expert opinions from researchers and practitioners from hotel industry for the formative measurement model involving hiring practices, compensation practices, job satisfaction and supply chain responsiveness dimensions. Although the paper lacked supplementary statistical assessment of conceptually specified formative indicators, the indicators' weights show their relative significance to the measurement model, representing a suitable standard. The Table 3 provides the size, algebraic sign, and significance of the weights generated using the bootstrapping procedure with 5,000 subsamples and the "no sign change" option. All the indicators' weights are significant ($\alpha < 0.01$, $\alpha < 0.05$, $\alpha < 0.10$). Additionally, the variance inflation factors all below 5, suggesting that multicollinearity was not a concern.

Table 3: The Formative Measurement Model Assessment

Dimension	Attributes	Weight	t-value, Two tailed test	VIF	Cronbach Alpha	Composite Reliability	AVE
Test criterion			2.583 (1% - level)	<5	0.920	0.943	0.806
			1.966 (5% - level)				
			1.646 (10% - level)				
Selective Hiring Practices	SH1	0.309	45.706	3.534	0.920	0.943	0.806
	SH2	0.249	42.684	3.432			
	SH3	0.263	29.585	2.827			
	SH4	0.293	29.787	2.594			
Compensation Practices	CP1	0.384	20.856	1.644	0.884	0.918	0.736
	CP2	0.337	24.133	3.044			
	CP3	0.245	16.654	2.708			
	CP4	0.199	15.282	2.792			
Employee job satisfaction	EJS1	0.399	14.667	1.249	0.691	0.812	0.521
	EJS2	0.385	50.119	1.720			
	EJS3	0.287	12.130	1.360			
	EJS4	0.307	11.330	1.241			
Supply Chain Responsiveness	SCRe1	0.276	15.582	2.534	0.807	0.873	0.634
	SCRe2	0.292	15.756	2.502			
	SCRe3	0.351	23.452	1.790			
	SCRe4	0.340	19.603	1.375			

Later the Fornell-Lacker criterion was used to check for the discriminant validity. The purpose was to check whether the construct model developed shares the same construct with constructs that have been made from rather than sharing the constructs with other constructs in the model.

The criterion is met when the AVE scores of each latent construct is higher than the construct's highest squared correlation with any other latent construct (Fornel & Larcker, 1981) as shown in Table 4 below.

Table 4: Fornell-Larcker Criterion for measuring Discriminant Validity

	CP	EJS	SCRe	SH
CP	0.858			
EJS	0.185	0.722		
SCRe	0.201	0.602	0.795	
SH	0.188	0.152	0.222	0.898

Presentation of the Structural Model

Testing the Hypotheses (Direct effects)

The variability explained by the model is 39% for supply chain responsiveness and 4.9% for job satisfaction. The mediation effect of satisfaction on the relationship between compensation practices and supply chain responsiveness and hiring practices and supply chain responsiveness contributes to the explanatory power of the model by enhancing the R-square of supply chain responsiveness as R-Square with direct relationship was 7.6% and when mediator was introduced R square rose to 39%. Furthermore, Stone – Geisser's Q squared criterion is greater than 0 for supply chain responsiveness supporting the exogenous latent variables' predictive relevance (Hair *et al.*, 2017). Figure 2 shows the significance and importance of the path coefficients, through the magnitude of their standardized values. The key structural model relationships are significant based on the bootstrapping results.

In H1, the study investigates whether there is a positive relationship between hiring practices and supply chain responsiveness. Findings in Table 5 shows that there is a significant positive relationship between hiring and supply chain responsiveness ($\beta = 0.122$, $t = 2.227$, $p\text{-value} = 0.026$) at 5% level of significance. Hence the hypothesis is supported. In H2, the study investigates whether there is a positive relationship between compensation practices and supply chain responsiveness. Findings in Table 5 reveal that there is no relationship between compensation practices and supply chain responsiveness ($\beta = 0.072$, $t = 1.352$, $p\text{-value} = 0.176$). Therefore, the hypothesis is not supported. In H3, the study investigates whether there is a positive relationship between hiring and job satisfaction. Again, the findings in Table 5 reveals that there is a significant positive relationship between hiring and job satisfaction ($\beta = 0.125$, $t = 1.899$, $p\text{-value} = 0.058$) at 10% level of significance. In H4, the study investigates whether there is a positive relationship between compensation practices and job satisfaction. The findings in Table 5 shows that there is a significant positive relationship between compensation practices and job satisfaction ($\beta = 0.170$, $t = 2.712$, $p\text{-value} = 0.007$) at 5% level of significance. In H5, the study investigates whether there is a positive relationship between job satisfactions and supply chain responsiveness. Again, the findings in Table 5 reveals that there is a significant positive relationship between job satisfaction and supply chain responsiveness ($\beta = 0.574$, $t = 8.439$, $p\text{-value} = 0.0001$) at 5% level of significance.

Table 5 Direct effect only

	Coefficients	SD	T-Value	P-value	BI (2.5%)	BI (9.75%)
CP -> EJS	0.170	0.060	2.712	0.007	0.036	0.268
CP -> SCRe	0.072	0.054	1.352	0.176	-0.034	0.178
EJS -> SCRe	0.574	0.067	8.439	0.000	0.414	0.681
SH -> EJS	0.125	0.064	1.899	0.058	-0.011	0.239
SH -> SCRe	0.122	0.055	2.227	0.026	0.015	0.227

Mediation Analysis

The mediating role of job satisfaction on the relationship between hiring practices and Supply chain responsiveness as well as between compensation practices and supply chain responsiveness were analysed using Partial Least Square Structural Equation Modelling (PLS – SEM) through smart PLS 3.3.3 software (Ringle et al. 2015) see figure 2. This technique offers a variance-based SEM technique, which analyses relationships among variables that include a mesh of observed and unobserved variables in mediation, moderation, non-mediation, and non-moderation models (Hair *et al.*, 2017). The results (see Table 5) revealed that the direct effect of hiring practices on supply chain responsiveness is significant ($\beta=0.122$, $t= 2.227$, $P=0.026$) at 5% level of significance. Findings in Table 6 show the significant indirect effect of hiring practices on supply chain responsiveness through job satisfaction ($\beta=0.072$, $t=1.800$, $p=0.072$) at 10%. The findings imply that job satisfaction partially mediates the relationship between hiring practices and supply chain responsiveness. Hence H6 is supported. Again, the results in Table 5 revealed that the direct effect of compensation practices on supply chain responsiveness was insignificant ($\beta=0.072$, $t= 1.32$, $p=0.176$). Findings in Table 6 show the significant indirect effect of compensation practices on supply chain responsiveness through job satisfaction ($\beta=0.098$, $t=2.4212$, $p=0.016$). The findings imply that job satisfaction mediates the relationship between compensation practices and supply chain responsiveness. Hence H7 is supported

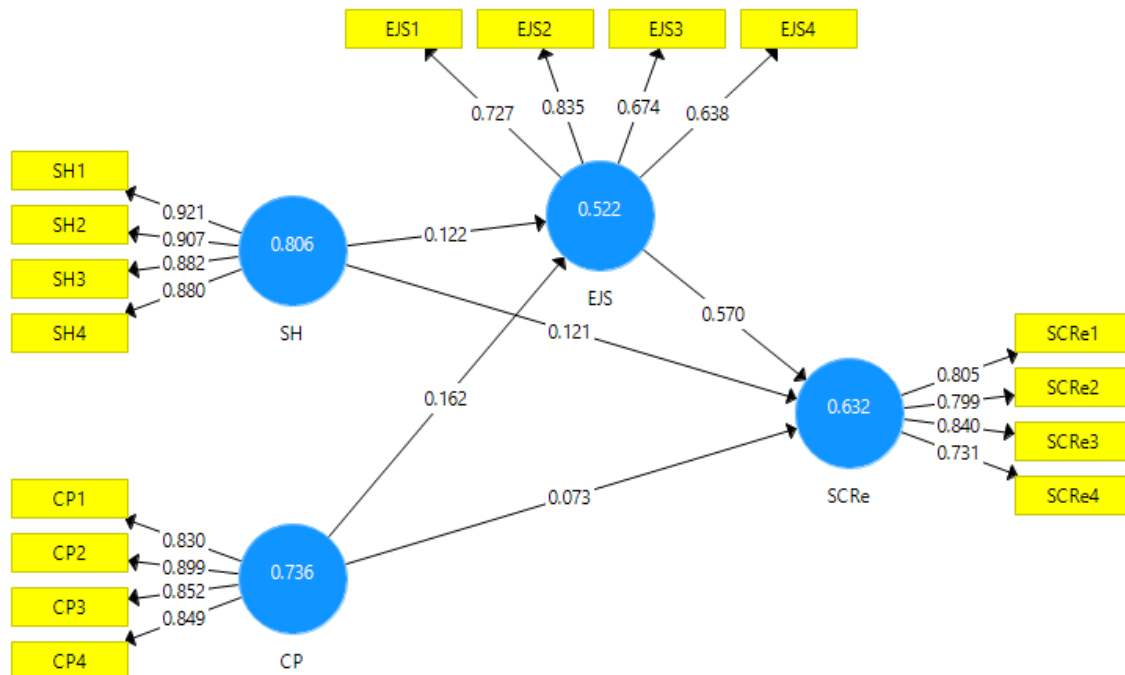
**Figure 2. Mediated Model**

Table 6: Mediation Analysis

Total effect				Indirect effects					
	Coef ficient	T- valu e	P- valu e		Coef ficient	SD	T- value	P- valu e	BI (2.5%, 97.5%)
SH -> SCRe	0.122	2.22 7	0.02 6	SH -> EJS -> SCRe	0.07 2	0.03 9	1.800	0.07 2	-0.002, 0.149
CP -> SCRe	0.072	1.35 2	0.17 6	CP -> EJS -> SCRe	0.09 8	0.03 8	2.412	0.01 6	0.027, 0.173

Discussion of Findings

The findings have confirmed a significant positive relationship between hiring practices and supply chain responsiveness ($\beta = 0.122$, $t = 2.227$, $p\text{-value} = 0.026$) at a 5% significance level. This finding implies that hotels are likely to minimise lead time, answer distributors/customers' queries, process order within shortest time and delivery the order within the shortest time when hotels conduct recruitment based on organizational values, communication skills, computer skills, and analytical skills. This enables the hotel to get employees who are culturally fit with the hotel; they have appropriate communication, computer, and analytical skills. These skills are important for supply chain responsiveness. This finding is consistent with AMO theory and previous studies that hiring practices are important in helping the organization get employees with right attitudes, skills and capabilities to enhance organizational performance (Bos-Nehles *et al.*, 2023; Huo *et al.*, 2015, Feisel *et al.*, 2011). However, unlike previous studies that considered other aspects of organizational performance such as supply chain integration (Huo *et al.*, 2015), supply chain resilience and operational performance manufacturing setting (Gu *et al.*, 2023), information sharing and supplier performance (Yang *et al.*, 2019), proximity to customers and real-time demand adjustments (Sandberg and Jafari, 2018), this study focused on how hiring practices relate with supply chain responsiveness in a hotel setting.

Furthermore, the analyses reveal no relationship between compensation practices and supply chain responsiveness ($\beta = 0.072$, $t = 1.352$, $p\text{-value} = 0.176$). The finding implies that hotel compensation practices do not enhance supply chain responsiveness. That is when the management of hotels rewards employees based on job/task, experience, and performance; these practices do not enhance supply chain responsiveness. These findings are inconsistent with previous studies (Muntaka *et al.*, 2017; Okeye, 2022) that concluded that appropriate compensation is important for enhancing organizational performance. However, the findings are consistent with previous studies (Ampong, 2024; Ahmad and Scott, 2022; Dwesini, 2019; Goh and Okumus, 2020) that in a hotel settings compensation tend to be not good thereby affecting organizational performance.

The findings have confirmed a significant positive relationship between hiring practices and job satisfaction ($\beta = 0.125$, $t = 1.899$, $p\text{-value} = 0.058$) at 10% level of significance. Job satisfaction represents an evaluation of feeling pleasure on several aspects of jobs. In this study aspects of jobs were satisfaction with payment as per industry standard, satisfaction with fair promotion procedures, employees' recognition and hotel feedback to employees. When the hotel increases the conduct of hiring practices by just one unit, job satisfaction is likely to improve. This finding is consistent with the findings by Sutanto & Kurniawan (2016) who reported that hiring practices

once done effectively are likely to improve employee retention rate, organizational commitment, job satisfaction and productivity of employees. In addition, the findings are consistent with AMO theory that employees with the right abilities, skills, knowledge are likely to increase employee job satisfaction as they are able to interact well with the management.

The findings have confirmed a significant positive relationship between compensation practices and job satisfaction ($\beta=0.170$, $t= 2.712$, $p\text{-value}= 0.007$) at 5% level of significance. Compensation practices help increase motivation to do jobs in way that will be beneficial to the organization. When employees are compensated, promoted, recognized and given adequate feedback well as far as industry standard is concerned, they are likely to feel a feeling of pleasure, which is important for improving hotel outcomes such as supply chain responsiveness. The findings are consistent with the findings by Alanazi *et al.*, (2023) who reported that retention of nurses is influenced by compensation practices of the health facility. The findings are also consistent with the findings by Ahmad and Scott (2022) that to satisfy employees a hotel must be able to pay according to the job/task done. Furthermore, the findings have confirmed a significant positive relationship between job satisfaction and supply chain responsiveness ($\beta=0.574$, $t = 8.439$, $p\text{-value} = 0.0001$) at 5% level of significance. When employees are satisfied with pay as per industry standard, promotion procedures, employees' recognition and appropriate feedback from the hotels' management are likely to increase supply chain responsiveness in terms of reducing lead time, answering distributor/customers' queries hotels are likely to minimise lead time, answer distributors/customers' queries, process order within the shortest time and delivery the order within the shortest time. The findings are consistent with previous studies (Thompson & Phua, 2012; Parvin & Kabir, 2011) that satisfied employees are more likely to put more efforts which then will translate into ensuring supply chain responsiveness.

In addition, the analyses have confirmed a complementary partial mediating role of job satisfaction practices in the relationship between hiring practices and supply chain responsiveness ($\beta=0.072$, $t = 1.80$, $p\text{-value} = 0.072$) at 10% level of significance. This partial mediation implies that hiring practices once done correctly are likely to improve employee job satisfaction and later employee job satisfaction practices are likely to improve supply chain responsiveness. The findings are consistent with the findings by Rubacca and Khan (2020) who reported that job satisfaction partially mediated between organizational support, job resourcefulness and supervisor-rated contextual performance. Furthermore, the analyses have confirmed a full mediation of employee job satisfaction on the relationship between compensation practices and supply chain responsiveness. Compensation practices relates positively with job satisfaction and later job satisfaction relates positively with supply chain responsiveness. The findings are consistent with AMO theory that motivated employees are likely to feel happy and valued by the hotels and later these employees are likely to exhibit support to organizational activities such as supply chain responsiveness consistent with previous studies (Bos –Nehles *et al.*, 2023; Iranov, 2024; Taamneh *et al.*, 2024; Rahman and Syahrizal, 2019).

Theoretical and Practical Implications

The study has established partial mediation of job satisfaction on the relationship between hiring practices and supply chain responsiveness. In addition, the study has established a full mediation of job satisfaction on the relationship between compensation practices and supply chain responsiveness. The study has confirmed that employee job satisfaction plays an important role in ensuring the supply chain responsiveness of hotels, enhancing hotels to minimise lead time, answer distributor/customers' queries within shortest time, process order quickly and deliver the

order within the shortest time possible. The study provides several practical implications as follows: first, hiring practices based on organizational values, communication skills, computer skills, and analytical skills in a hotel is paramount as it enables the hotels to obtain employees who will be compatible with hotel settings. This compatibility is important for enhancing organization outcomes such as supply chain responsiveness; secondly, compensation practices are also important to improve employee motivation on organizational activities such as supply chain responsiveness through employee job satisfaction. This psychological state is important for adding to employees' morale and energy to continue to achieve organizational outcomes such as supply chain responsiveness in hotels. Thus, leaders of hotels are therefore encouraged to put clear policies and procedures to make sure that hiring practices, and compensation practices are well implemented to enhance supply chain responsiveness through job satisfaction which is very important for hotel competitiveness.

Conclusion

Hotels' supply chain responsiveness is a critical organizational outcome as hotels with capabilities of balancing supply chain responsiveness to the market requirements demonstrate the capability to utilize their resources efficiently. The study has filled the gap on how hiring practices, compensation practices and job satisfaction are related to supply chain responsiveness. The research has proven a significant relationship between hiring practices and supply chain responsiveness in hotels. The study has also proven a significant relationship between job satisfaction and supply chain responsiveness. The study has also confirmed partial mediation of job satisfaction on the relationship between hiring practices and supply chain responsiveness of hotels. In addition, the study has proven a full mediation effect of job satisfaction on the relationship between compensation practices and supply chain responsiveness in hotels in Tanzania. The study therefore has tested the utility of AMO theory and Supply Chain Operations Reference model in explaining the human resources management- supply chain management linkage.

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