



Mansoura University
Faculty of Tourism and Hotels

The impact of applying the integrated
management system for quality, environment
and health on human performance in
Egyptian hotels

By

Dr. Ezzat Aboelsoud Mohammed

*Lecturer - The High Institute
for Tourism and Hotels,
King Mariout, Alexandria*

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- هدفت هذه الدراسة إلى توضيح أثر تطبيق نظام الإدارة المتكامل للجودة والبيئة والصحة على الأداء البشري في الفنادق، وذلك من خلال التعرف على واقع كل من الأداء البشري ونظام الإدارة المتكامل للجودة والبيئة والصحة بهذه الفنادق والعلاقة بينهما . ولبلوغ ذلك تم استخدام الاستبيان حيث وزعت 150 استمارة في 8 منشآت فندقية طبقت نظام الإدارة المتكامل للجودة والبيئة والصحة من إجمالي 15 منشأة فندقية فئة 4-5 نجوم بمحافظة الاسكندرية وبلغ عدد الاستبيانات المسترجعة الصالحة للتحليل الإحصائي 125 استمارة وبعد معالجة بيانات هذه الاستبيانات باستخدام برنامج SPSS, V21 توصلت هذه الدراسة إلى مجموعة من النتائج أهمها:
- يوجد أثر ذو دلالة إحصائية عند مستوى معنوية $\alpha \leq 0.05$ لتطبيق نظام الادارة المتكامل للجودة والبيئة والصحة على الاداء البشرية فى الفنادق.
 - يوجد أثر ذو دلالة إحصائية عند مستوى معنوية $\alpha \leq 0.05$ لتطبيق متطلبات نظام الادارة المتكامل للجودة والبيئة والصحة (السياسة، التخطيط، التنفيذ والتشغيل، الفحص ومراجعة الادارة) على الاداء البشرية فى الفنادق.
 - بناء على النتائج السابقة تم تقديم الاقتراحات التالية:
 - ضرورة حصول الفنادق على شهادات الاصدارات الجديدة لنظام إدارة الجودة ISO 9001: 2015 ونظام الإدارة البيئية 2015: ISO14001 وخاصة مع اصدار مواصفة نظام إدارة الصحة والسلامة المهنية ISO45001:2018، وذلك لتسهيل التكامل بينهما فهي تحتوي على نفس البنية ونفس المتطلبات الرئيسية.

- ضرورة توعية العاملين فى الفنادق بأثر تطبيق نظام الادارة المتكامل للجودة والبيئة والصحة على تحسين أداء المؤسسة بصفة عامة وأثره كمدخل لتحسين أدائها البشري بصفة خاصة.

Abstract

This study aimed to clarify the impact of applying the integrated management system for quality, environment and health on human performance in hotels, by identifying the reality of both human performance and the integrated management system for quality, environment and health in these hotels and the relationship between them. To achieve this, a questionnaire was used, where 150 forms were distributed in 8 hotels that applied the integrated management system for quality, environment and health from a total of 15 (4-5 star hotels) in Alexandria Governorate.

The number of retrieved questionnaires valid for statistical analysis reached 125, and after processing the data of these questionnaires using the SPSS, V21 program, the study reached a set of results, the most important of which are:

- There is a statistically significant effect at the significance level $\alpha \leq 0.05$ for the application of the integrated management system for quality, environment and health on human performance in hotels.
- There is a statistically significant effect at the significance level $\alpha \leq 0.05$ for applying the requirements of the

integrated management system for quality, environment and health (policy, planning, implementation, operation, examination and management review) on human performance in hotels.

Based on the previous results, the following suggestions were made:

- The necessity for hotels to obtain certificates for the new versions of the Quality Management System (ISO 9001: 2015) and the Environmental Management System (ISO 14001: 2015), especially with the issuance of the Occupational Health and Safety Management System specification (ISO 45001: 2018), in order to facilitate the integration between them, as it contains the same structure and the same main requirements.
- The necessity of making hotel staff aware of the impact of applying the integrated management system for quality, environment and health on improving the performance of the institution in general and its impact on improving its human performance in particular.

Keywords: Quality Management System ISO9001, Environmental Management System ISO14001, Occupational Health and Safety Management System OHSAS18001, Integrated Management System, Human Performance.

Introduction

The quality of the products was not the only issue of interest at the end of the last century, but it was the issue of

the environment as well. The environmental challenges the world faced and its problems such as pollution, erosion of the ozone layer, the phenomenon of climate change, and others have made hotels pay great attention to the environment and try to improve the levels of environmental performance of their activities and products (unwto,2017).

The initiative of the International Organization for Standardization (ISO), in cooperation with many authorities, in issuing a series of international standards ISO14000 was one of the most important international responses to this environmental challenge (as it issued, on the first of September 1996, the international standard ISO14001 for the environmental management system (Abbas, 2006). Then it was developed during the years 2004-2015. Its issuance is an important event in the field of adopting competitive strategies for environmental management and an attempt to achieve a balance between economic growth and environmental protection (Segarra-Ona et al, 2012). Economic progress and community welfare often have an environmental price related to them (Lin et al., 2015).

In addition to paying attention to occupational health and safety, the increase in industrialization caused an increase in manpower's vulnerability to accidents, dangers and diseases (singels et al, 2001). But at last it proved that it is mainly due to the work environment and it has been called occupational diseases (wayhan et al., 2001). This has led to an increase in the activity of bodies and institutions concerned with the health and safety of workers in various activities and fields, and industrial security has been called

occupational health and safety (Tesekouras et al., 2002) Whereas, the International Organization for Standardization issued the Occupational Health and Safety System 18001 in March 2018, whereby it had previously granted a Certificate of Conformity to the Occupational Health and Safety Management System based on the British Standard BS: OHSAS18001: 1999, which was amended in 2007(Martinez-costa et al., 2007).

By trying to link and integrate these three management systems: quality, environment and health, the integrated management system for quality, environment and health results in many benefits from its application in hotels that lead to improving their performance in various aspects: human, economic, social, environmental, health and administrative (Zutshi,2005). The focus in this study will be on human performance, because the human resource is considered the most important element in hotels and is the main driver for the rest of the services (Oskarsson, 2005). Without it, the other elements of the service remain rigid, and it plays an important role in achieving the goals of hotels, which forces us to study the performance of the human resource and the factors affecting it, because it is considered one of the most variable elements of the service (Renuka et al., 2006). Thus, this study will clarify the reality of the integrated management system for quality, environment and health in hotels and the status of human performance in them, in addition to the impact of the requirements of the integrated management system for quality, environment and health on human performance in them (Frey, 2010).

Problem of the study

The hospitality industry has many quality systems to be more successful and satisfaction but these systems need many ingredients (time, human resources, and money). By applicant integrated management system for quality, environment and health on human performance hotels can improve usage for their resources.

Hypotheses of the study

- There is a statistically significant effect at the significance level $\alpha \leq 0.05$ for applying the requirements of the integrated management system for quality, environment and health (policy, planning, implementation, operation, examination and management review) on human performance in hotels.
- There is a statistically significant effect at the significance level $\alpha \leq 0.05$ for the application of the integrated management system for quality, environment and health on human performance in hotels.

Objectives of the study

This study aims to clarify the impact of the application of the integrated management system for quality, environment and health on human performance in hotels, through:

- Identifying the requirements of the integrated management system for quality, environment and health.

- Understanding the reality of the integrated management system for quality, environment and health in Egyptian hotels.
- Knowing the reality of human performance in Egyptian hotels.
- Attempting to link the application of the integrated management system for quality, environment, health and improvement of human performance in Egyptian hotels.

Study limitations

- Spatial limitations: The researcher distributed questionnaire forms in the 4-5 star hotels in Alexandria governorate, which are 15 hotels (Office of the Ministry of Tourism in Alexandria Governorate 2021).
- Human limitations: The questionnaire was distributed to managers in 4-5 star hotels in Alexandria, considering the integrated management system for quality, environment and health to be applied by the senior management, as it requires accurate information about the requirements of this system on the one hand and the dimensions of human performance on the other hand, and this was done In cooperation with the Quality Department and the Human Resources Department in these hotels.

Time limitations

The research was performed on time limitations (from September 2021 to January 2022).

The nature of the subject of the study calls for the use of the descriptive analytical method in the theoretical aspect, in order to present the various concepts related to the integrated management system for quality, environment and health on the one hand, and human performance on the other hand, and to analyze the relationships and interactions that exist between them, as the researcher relied in preparing the theoretical part of this study on various sources and references in both Arabic and foreign languages, to enrich this study with various data and information that allow building a study model.

As for the practical part of this study, the questionnaire tool was used to collect the necessary data and analyze the data statistically. The outputs of the statistical program (SPSS, V21) were relied on, in order to answer the study's questions and test its hypotheses.

Study model

The study relied on a model consisting of two variables:
Independent variable: the integrated management system for quality, environment and health.

Dependent variable: human performance

The requirements of the integrated management system	The dimensions of human performance
<input type="checkbox"/> Politics <input type="checkbox"/> Planning <input type="checkbox"/> Implementation and Operation <input type="checkbox"/> Examination, precautionary	Ability and Motivation Discipline and Behavior Results

measure <input type="checkbox"/> Management review	
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Literature review

The concept of quality

The definitions of quality differed according to the different views about it. Linguistically, quality is defined as: “agreement and conformity”, and the origin of the term goes back to the Greek word “**Qualities**”, which means the nature of the person or the nature of the quality of the thing and the degree of hardness” (Abu El-Nasr, 2008).

Juan defined quality as “suitability for use or purpose.” The use here is carried out by the customer, his needs and expectations. This definition represents the marketing approach, which assumes that quality starts from the market, not from the operating system, from the customer, and not from the quality manager.” As for Crosby, he defined quality as: “Conformance”. This definition represents the production approach that subjects quality to the requirements of the design and production process, i.e. specifications are the essence of quality that must be achieved through the operational production system” (Negm, 2010).

As for the Japanese engineer Taguchi, he defined quality as “an expression of the avoidable loss that the product may cause to society after its delivery.” This includes failure to meet customer expectations or failure to meet performance

characteristics or side effects resulting from the product such as pollution, noise, and others” (El-Sisi, 2011).

Deming expressed it as "an expected degree of competition and dependence that suits the market at a low cost" (El-Ta'i, 2009).

Essence of international standards for quality management systems ISO 9000 series

The ISO 9000 series of specifications is defined as “a series of written specifications issued by the International Organization for Standardization in 1987 (Wilson, 1999). This series identifies and describes the main elements that are required to be available in the quality management system that must be designed and adopted by the organization's management to ensure that its products (goods and services) meet - or exceed - the needs, desires and expectations of customers" (Wayhan et al., 2001).

It can also be defined as "a series of specifications based on the concept of the process - that is, each process is performed through a specific process - and these specifications are implemented by applying effective quality systems to achieve continuous improvement in the quality of goods and services provided, and to achieve customer satisfaction with them" (Sharma, 2005).

Benefits of implementing ISO 9000 specifications: These benefits can be divided into three categories as follows:

Customers (Tsekouras et al., 2002)

- Obtaining the level of quality they want on a permanent and continuous basis, thus increasing confidence in the organization's products and services.
- A means of choosing between competing institutions when studying offers.
- A means of determining the ability of the organization's quality system to manufacture products that meet the requirements.

Employees (Martinez, 2007)

- Providing workers with the means that enable them to perform their functions properly and for the first time.
- -Providing the necessary means to define the correct tasks, and define them in a way that leads to producing correct results.
- Providing a means of documenting the organization's experience in a structured manner and this establishes a base for training and educating employees and thus improving their performance.
- It can be used as an objective evidence to prove the quality of the institution's products and services, and that its operations are under the control of evaluators and customers or their representatives.
- -Reducing stress situations by freeing managers from constant interference in lower-level operations.
- -Maintaining consistent quality of products or services.

- -Providing clarity and transparency of duties and responsibilities.

Institution (Aragon-Correa et al., 2015) and (Dossantos et al, 2017)

- Removing barriers to export operations and entering new global markets.
- Increasing the internal efficiency of the organization by expanding production, improving manufacturing processes and increasing the productivity of employees.
- Helping management to make decisive decisions related to quality and its improvement.
- Helping to find solutions to problems and reduce interruptions.
- Homogeneity of the quality of the producing units through quality improvement.
- Reducing costs due to fewer rejections, inspections and testing, and repair of defective units.
- Improving the organization's sales volume, this leads to an increase in its profits.
- Approaching and maintaining customers by constantly meeting their needs.
- Improving the quality of raw materials purchased by the institution by focusing on the process of evaluating and testing sub-suppliers based on their ability to meet the requirements of the institution (Battaglia et al, 2014).
- Creating an atmosphere of understanding among the members of the institution, this creates a better working

atmosphere and enhances communication between the departments of the institution (Albuquerque, 2015).

Environmental Management System (ISO14000) and Occupational Health and Safety Management System (OHSAS18001)

Environmental management is defined as “the institution’s functional structure, planning, responsibilities, scientific practices, procedures, possibilities for development, implementation, achievement, review and follow-up of the institution’s environmental policy with the view to improving its environmental performance and reducing negative environmental impacts and trying to completely prevent those effects as a main objective of environmental management” (Abbas, 2006).

It is also defined as “the institutional efforts undertaken by institutions to approach the achievement of environmental objectives as an essential part of their policies (Xueming, 2006). It is concerned with the required amendments in the systems of various institutions, so that attention to the environment is very effective, and this is evident in the functional structure of institutions” (Ghoul et al., 2009).

While Occupational health and safety is defined as “working to reduce industrial accidents in industrial establishments and the injury costs, which are directly proportional to the number of such accidents and injuries in order to protect individuals and increase the productivity of workers.” (Hussein, 2013).

It is also defined as “Providing occupational protection for workers, reducing the danger of equipment, machines, materials used and their repercussions on workers in the workplace, trying to prevent accidents and occupational diseases or reducing their occurrence, and providing a sound professional atmosphere that helps workers to work” (Coles, 2013).

Through the two definitions, occupational health and safety can be defined as: the concern for the health and protection of the human element within the organization, protection of property and all production elements from accidents and dangers, and minimizing the damage caused by them (Molina-Azorin et al, 2015).

Improving human performance by applying the requirements of the integrated management system for quality, environment and health (Margolis, 2003) and (Xueming et al, 2006)

The application of the requirements of the quality management system, the environmental management system, the occupational health and safety system to improve human performance can be explained as follows:

- Applying the requirements of the quality management system ISO 9001 to improve human performance: The role of the quality management system in improving human performance is highlighted in the following points:
- Providing employees with the means that enable them to perform their tasks correctly and from the first time through the provision of appropriate resources, training, work instructions, and the right environment and motivation.

- Providing the necessary means to define the correct tasks, and define them in a way that leads to giving correct results through quality planning and the development of procedures, specifications and guidelines that help workers choose the right thing to perform.

- It provides a means of documenting the organization's experience in a structured manner, and this establishes a base for training and educating employees and thus improving their performance by providing a set of documented formal practices that should be reviewed on an ongoing basis, maintained and kept in implementation.

- It can be used as objective evidence to prove the quality of the products and services of the institution, and that its operations are under the control of residents and customers or their representatives by defining, defining and maintaining quality records for each process.

-Reducing tension situations by liberating managers from continuous interference in the operations of lower levels by providing workers with the means that enable them to control their operations.

-Maintaining consistent quality of products or services by identifying any case of non-conformity and taking appropriate corrective and preventive measures.

-Providing clarity and transparency of duties and responsibilities by defining the job description, validity and responsibility for each individual in the organization (Saleh, 2006).

Applying the requirements of environmental management ISO 14001 to improve human performance: The environmental management system contributes to improving human performance through: (Popa, 2006) and (Kasim, 2006)

- Increasing employee satisfaction
- Improving procedures and documentation and reducing administrative waste.
- Benefiting from the internal management review of environmental management systems as a distinct administrative mechanism that contributes to the continuous improvement of the performance of the institution.
- Encouraging coordination and cooperation between the various departments of the institution, and improving internal communications.
- Identifying the work required from employees quickly thanks to the clear documentation of responsibilities, authorities and work instructions.
- Integration of administrative systems.

Applying Occupational Health and Safety Management requirements OHSAS 18001 to improve human performance: This system contributes to improving human performance through: (Peris-ortiz et al., 2009) and (Singhet et al., 2017)

- Reducing the number of occupational injuries through prevention and control of work hazards.
- Reducing the risk of major accidents.
- Ensuring a safe and encouraging work environment by conforming to the expectations of employees.
- Reducing employee absenteeism.
- Reducing labor turnover.
- Enhancing the idea of cooperation between employees and company management.
- Improving productivity.
- Improving work values and achieving employee satisfaction.

Definition of Occupational Health and Safety Management:

It is defined as “The organizational unit that is mainly concerned with preserving the human element from work hazards, accidents and injuries in order to enable him to perform his work in the best way, which leads up to maintaining the requirements of the production process, improving the quality of products and increasing the productivity of equipment and workers (El-Shemmary, 2009).

Table No. 1: Model of the integrated management system for quality, environment and health

Basic operations of the integrated management system		Sub- operations		
		Quality Management System ISO9001: 2008	Environmental Management System ISO14001: 2004	Occupational Health and Safety Management System OHSAS18001: 2007
1	Building the organization's vision	Quality policy	Environmental policy	Occupational health and safety policy
2	Planning	1- Analysis of quality management system operations 2- Interaction of quality management system operations 3- Legislation 4- Quality objectives 5- Quality	1- Analysis of environmental aspects and impacts 2- Registration of legal requirements 3. Risk assessment 4- Environmental goals and objectives 5- Environmental	1- Identifying risks and threats 2- Registration of legal requirements 3- Risk assessment 4- Occupational health and safety goals and objectives 5- Occupational health and

		plans	program	safety program
3	Implementation and operation	1 - Resources, roles, responsibility and authority for employees 2- Competence, training and awareness of employees 3- Contact 4- Documentation 5- Document control 6- Operation Monitoring 7- Emergencies preparation and response		
4	Examination and precaution	1- Monitoring and assessment 2- Compliance assessment 3- Non-conformity, preventive and corrective action 4- Monitoring records 5- Internal audit of the integrated management system		
5	Management review	Management review of the integrated management system		
6	Improvement	Continuous improvement of the integrated management system based on the results of its analysis		

Source: <https://www/ISO9000.info> (accessed on 14 September 2021).

Table No. 2: Internal benefits of the integrated management system for quality, environment and health

Organizational	Financial	Human
-Improving the quality of management by reducing three functional	-Reducing external certification costs by obtaining a single system certification.	-Increasing the motivation and involvement of workers, raising their awareness

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<p>departments to one and reducing ambiguous management barriers between sub-systems.</p> <p>-Increasing operational efficiency by standardizing organizational structures with similar elements and exchanging information by transcending the traditional boundaries of the organization and improving efforts.</p> <p>-Eliminating duplication, repetition and contradictions between system procedures and mitigate documentation.</p> <p>- Alignment of printed documents and communications.</p> <p>Reducing costs by reducing the frequency of audits.</p>	<p>- Increasing profit margins.</p> <p>-Reducing costs by using fewer coordinators to manage systems.</p>	<p>and taking care of their training.</p> <p>-Creating the best image of the organization among the workers.</p>
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Source: (Muslim, 2015)

Table 3: External benefits of the integrated management system for quality, environment and health

Quality, Environment and Health	Communication	Business
<ul style="list-style-type: none"> -Improving quality, environment and health through sustainable performance. -Reducing the production of hazardous waste. -Reducing the threatening damage to the equipment and not disrupting production. 	<ul style="list-style-type: none"> -Improving the company's image. - Improving the relationship with stakeholders. -Evidence of compliance with regulatory and legislative requirements. 	<ul style="list-style-type: none"> -Competitive advantage. -Improving the company's position in the market. - Acquisition of new clients and meeting the needs of the institution's clients.

Source: (Vayrnen et al., 2015)

Human performance: It is the results, behavior or activity that the individual shows while working or doing any kind of effort and it is thus equal to the term achievement, and here it can be said that performance is the achievement that reflects the results based on the behavior that the individual performs in the work environment (Wilson, 1999). He also defined human performance as: It is the outcome of the interaction of three factors: ability, motivation, and potential (environment or performance opportunities) (The individual may have the ability to perform a certain work, but he will not be able to perform it well if he does not have

the motivation to perform it (Abdul-Aziz, 2002). On the one hand, he may have sufficient motivation to perform the work, but he will not perform it as it should if he loses the ability to do so and if he does not have the opportunity to do so (Hussein, 2013).

Evaluation of human performance is “measuring the adequacy of an individual’s job performance and judging his ability and willingness to progress” (Ahmed, 2010). It is also “a continuous and comprehensive process that is not limited to a period of time, nor is it limited to a particular individual or group, but it includes all employees of the institution, as well as it includes all aspects of performance and not one aspect” (Abdel-Rahman, 2015).

Improving human performance by applying the requirements of the integrated management system for quality, environment and health

The application of the requirements of the quality management system, the environmental management system, the occupational health and safety system to improve human performance can be explained as follows:

A- Applying the requirements of the quality management system ISO 9001 to improve human performance: The role of the quality management system in improving human performance is highlighted in the following points: (Avram, 2009) and (Battaslia et al, 2014):

- Providing employees with the means that enable them to perform their tasks correctly and from the first time through

the provision of appropriate resources, training, work instructions, and the right environment and motivation.

- Providing the necessary means to define the correct tasks, and define them in a way that leads to giving correct results through quality planning and the development of procedures, specifications and guidelines that help workers choose the right thing to perform.

- It provides a means of documenting the organization's experience in a structured manner, and this establishes a base for training and educating employees and thus improving their performance by providing a set of documented formal practices that should be reviewed on an ongoing basis, maintained and kept in implementation.

- It can be used as objective evidence to prove the quality of the products and services of the institution, and that its operations are under the control of residents and customers or their representatives by defining, defining and maintaining quality records for each process.

-Reducing tension situations by liberating managers from continuous interference in the operations of lower levels by providing workers with the means that enable them to control their operations.

-Maintaining consistent quality of products or services by identifying any case of non-conformity and taking appropriate corrective and preventive measures.

-Providing clarity and transparency of duties and responsibilities by defining the job description, validity and

responsibility for each individual in the organization (Renuk et al, 2006).

Applying the requirements of environmental management ISO 14001 to improve human performance: The environmental management system contributes to improving human performance through (Ahmed, 2010)

- Increasing employee satisfaction
- Improving procedures and documentation and reducing administrative waste.
- Benefiting from the internal management review of environmental management systems as a distinct administrative mechanism that contributes to the continuous improvement of the performance of the institution.
- Encouraging coordination and cooperation between the various departments of the institution, and improving internal communications.
- Identifying the work required from employees quickly thanks to the clear documentation of responsibilities, authorities and work instructions.
- Integration of administrative systems.

Applying Occupational Health and Safety Management requirements OHSAS 18001 to improve human performance: This system contributes to improving human performance through: (El-Shemmary, 2009)

- Reducing the number of occupational injuries through prevention and control of work hazards.
- Reducing the risk of major accidents.
- Ensuring a safe and encouraging work environment by conforming to the expectations of employees.
- Reducing employee absenteeism.
- Reducing labor turnover.
- Enhancing the idea of cooperation between employees and company management.
- Improving productivity.
- Improving work values and achieving employee satisfaction.

Study Population: The study population is represented in 4-5 star hotels in Alexandria Governorate, which apply and implement the integrated management system for quality, environment, and occupational health and safety in accordance with ISO specifications represented in the quality management specification ISO: 9001 and the environmental management system specification ISO: 14001 and the occupational health and safety management system specification OHSAS: 18001. The study population consists of all the different administrative levels that can answer the questions of the questionnaire. 150 questionnaires were distributed to 8 hotels, and the good ones were 125 questionnaires for statistical analysis. This form contains two sections. The first section aims to collect

information about the reality of the application of the integrated management system for quality, environment, and occupational safety in the hotels under study, and the second section aims to collect information about the reality of human performance in the hotels under study, and it has relied on the five-point Likert scale.

Stability of the study: The researcher used Cronbach's alpha coefficient in testing the stability of the questionnaire's dimensions and axes and in testing the stability of the questionnaire as a whole, and the following table shows that.

Table No. 4: Test results of the dimensions and sections of the questionnaire

No.	Axis/Dimension	No. of paragraphs	Alpha coefficient	Truth coefficient
1.1	Integrated management system policy for quality, environment and health	4	0.842	0.917
2.1	Integrated management system planning for quality, environment and health	4	0.875	0.935
3.1	Implementation of the integrated management system for	10	0.943	0.971

	quality, environment and health			
4.1	Examination, preventive and corrective action	6	0.893	0.944
5.1	Review of the integrated management system for quality, environment and health	3	0.844	0.918
Integrated management system for quality, environment and health as a whole		27	0.972	0.985
1.2	Capacity and Motivation	5	0.833	0.912
2.2	Discipline and Behavior	4	0.800	0.894
3.2	Results	4	0.868	0.931
Human performance as a whole		13	0.926	0.962
The questionnaire as a whole		40	0.972	0.985

From the previous table, we note that the stability coefficients of all questionnaire dimensions are greater than the agreed minimum, which is that the reliability coefficient is greater than 0.6. We found that the stability coefficient of the integrated management system for quality, environment and health as a whole is equal to 0.972, which is greater than 0.6, in addition to that the stability coefficient of

human performance as a whole is equal to 0.926, while the reliability coefficient of the questionnaire as a whole is 0.972, which shows that the questionnaire is valid for the purposes of the study. We note from the table that the values of the validity coefficient ranged between 0.894 and 0.985, and accordingly we judge the validity of the questionnaire, that is, it measures what was designed to be measured.

- Analysis of the results of the first section of the questionnaire on the integrated management system

Table No. 5: Results of the descriptive statistical analysis of sections after the policy of the integrated management system for quality, environment and health

Section	Scale	1	2	3	4	5	Arithmetic mean	Standard Deviation	Section Order	Application level
1	Repetition	3	4	6	74	38	4.11	0.798	2	High
	Ratio	2.4	3.2	4.8	59.2	30.4				
2	Repetition	2	2	5	77	39	4.18	0.700	1	High
	Ratio	1.6	1.6	4	61.6	31.2				
3	Repetition	2	7	11	77	28	3.98	0.796	4	High
	Ratio	1.6	5.6	8.8	61.6	22.4				
4	Repetition	2	3	9	83	28	4.05	0.705	3	High
	Ratio	1.6	2.4	7.2	66.4	22.4				
Arithmetic mean and general standard deviation							4.08	0.623	/	High

We note from the previous table that the arithmetic averages of the policy of the integrated management system

for quality, environment and health range between 3.98 and 4.18 and their standard deviations between 0.700 and 0.798, which we explain as follows: The second section represented by “The quality, environment and health policy announced to all hotel employees” ranked first with an arithmetic average (mean) of 4.18 and a standard deviation of 0.7, while the first section represented in “The quality, environment and health policy is documented and maintained” came in the second place with an arithmetic mean of 4.11 and a standard deviation of 0.798, and the fourth section represented by “The institution reviews the quality, environment and health policy periodically to ensure its suitability” ranked the third with an arithmetic mean of 4.05 and a standard deviation of 0.705, and in the fourth and last place came the third section of "The policy of quality, environment and health implemented properly" with a mean of 3.98 and a standard deviation of 0.796.

Table No. 6: Results of descriptive statistical analysis of sections after planning the integrated management system for quality, environment and health

Section	Scale	1	2	3	4	5	Arithmetic mean	Standard Deviation	Section order	Application level
1	Repetition	1	8	13	68	35	4.02	0.815	4	High
	Ratio	0.8	6.4	10.4	54.4	28				
2	Repetition	1	6	17	63	38	4.04	0.809	3	High
	Ratio	0.8	4.8	13.6	50.4	30.4				
3	Repetition	1	3	12	61	48	4.20	0.751	1	High
	Ratio	0.8	2.4	9.6	48.8	38.4				
4	Repetition	1	9	10	67	38	4.13	0.868	2	High
	Ratio	0.8	7.2	8	53.6	30.4				

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Arithmetic mean and general standard deviation	4.09	.692	/	High
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We note from the previous table that the arithmetic averages for the planning of the integrated management system for quality, environment, health and occupational safety range between 4.02 and 4.20 and tends to agree with the study sample and its standard deviations range between 0.751 and 0.868, which we explain as follows: The third section represented by “The institution places Integrated goals and objectives for quality, environment, and occupational health and safety” is ranked first with a mean of 4.2 and a standard deviation of 0.751, while the fourth section represented by “We have developed integrated quality plans with the environmental program and the occupational health and safety program to achieve the previous goals” came in second place with an arithmetic mean of 4.13 and a standard deviation of 0.868, and the second section represented by “There is an integration between legal and illegal requirements in quality management systems, environment, health and occupational safety” in the third place, with an arithmetic mean of 4.04 and a standard deviation of 0.809, and in the fourth and last place came the first section represented by “there is an integration between the analysis of quality management system processes and environmental aspects and effects, identifying and assessing occupational health and safety risks” with a mean of 4.02 and a standard deviation of 0.815.

Table No. 7: The results of the descriptive statistical analysis of sections after the implementation and operation of the integrated management system for quality, environment and health

Section	Scale	1	2	3	4	5	Arithmetic mean	Standard Deviation	Section order	Application level
1	Repetition	2	6	16	72	29	4.037	0.850	6	High
	Ratio	1.6	4.8	12.8	57.6	32.2				
2	Repetition	2	4	24	65	30	4.01	0.855	7	High
	Ratio	1.6	3.2	19.2	52	24				
3	Repetition	1	10	20	76	18	3.89	0.843	10	High
	Ratio	0.8	8	16	60.8	14.4				
4	Repetition	1	3	15	72	34	4.15	0.758	1	High
	Ratio	0.8	2.4	12	57.6	27.2				
5	Repetition	3	3	17	71	31	4.07	0.848	4	High
	Ratio	2.4	2.4	13.6	56.8	24.8				
6	Repetition	3	2	14	76	30	4.10	0.809	3	High
	Ratio	2.4	1.6	11.2	60.6	24				
7	Repetition	3	1	17	69	35	4.13	0.823	2	High
	Ratio	2.4	0.8	13.6	55.2	28				
8	Repetition	3	1	20	74	27	4.044	0.809	5	High
	Ratio	2.4	0.8	16	59.2	21.6				
9	Repetition	2	2	16	89	16	4.00	0.712	8	High
	Ratio	1.6	1.6	12.8	71.2	12.8				
10	Repetition	3	7	18	77	20	3.92	0.873	9	High
	Ratio	2.4	5.6	14.4	61.6	16				
Arithmetic mean and general standard deviation							4.03	0.666	/	High

We note from the previous table that the arithmetic averages of sections after the implementation and operation of the integrated management system for quality, environment, health and occupational safety range between 3.89 and 4.15 and tend to agree with the study sample members and their standard deviations range between 0.712 and 0.873, which we explain as follows:

- The fourth section came in the first place represented in “Training programs are constantly being prepared for employees and their awareness on quality, environment, health and occupational safety” and in the second place the seventh section represented in “The hotel implements and maintains the procedures for controlling the documents required in the integrated management system, while the sixth section represented by “The hotel documenting the integrated management system” ranked third, and the fifth section represented by “The hotel is setting internal and external communications procedures related to the integrated management system” ranked fourth, while the eighth section represented by “The hotel controls the records of the integrated management system” ranked fifth, and the first section represented by “The hotel provides the resources necessary to implement the integrated management system” came in the sixth place, and the second section represented by “The roles, responsibilities and authorities of the workers were determined to implement the integrated management system” in the seventh place, and the ninth section represented by “The hotel has established adjusting the processes and activities related to the integrated management system” ranked eighth, while the tenth section represented in “The hotel has appropriate preparedness measures for potential situations and emergency situations” ranked ninth, and finally the third section of “The hotel ensures the efficiency of its workers who perform tasks that affect quality, environment, health and occupational safety” came in the last and tenth place.

Table No. 8: Results of descriptive statistical analysis of sections after examination & preventive measure

Section	Scale	1	2	3	4	5	Arithmetic mean	Standard Deviation	Section order	Application level
1	Repetition	1	5	11	79	29	4.11	0.860	3	High
	Ratio	0.8	4	8.8	63.2	23.2				
2	Repetition	2	3	20	83	17	3.962	0.757	5	High
	Ratio	1.6	2.4	16	66.4	13.6				
3	Repetition	2	3	18	87	15	3.962	0.757	5	High
	Ratio	1.6	2.4	14.4	69.6	12				
4	Repetition	2	2	13	79	29	4.12	0.754	2	High
	Ratio	1.6	1.6	10.4	63.2	23.2				
5	Repetition	1	2	23	57	42	4.16	0.812	1	High
	Ratio	0.8	1.6	18.4	45.6	33.6				
6	Repetition	1	5	15	77	27	4.07	0.775	4	High
	Ratio	0.8	4	12	61.6	21.6				
Arithmetic mean and general standard deviation							4.06	0.617	/	High

We note from the previous table that the arithmetic averages of the sections after examination and the preventive measure range between 3.96 and 4.16 and tend to agree with the study sample members and their standard deviations range between 0.737 and 0.812, which we explain as follows:

- The fifth section came in first place, represented by "The hotel creates and maintains records of conformity with the requirements of the integrated management system." In the second place came the fourth section represented by "The hotel implements and maintains procedures for handling accidents and non-conformities related to quality, environment and health", while the first section represented

by “The hotel implements procedures for monitoring and measuring the performance of the integrated management system” ranked third, and the sixth section represented in "The hotel implements internal audit programs for the integrated management system", the second section of "The hotel documents the results of monitoring and measurement procedures" and the third section of "the hotel implements periodic procedures to assess its compliance with legal and illegal requirements and identifies its records" were ranked fifth.

Table No. 9: Results of the descriptive statistical analysis of sections after the management review of the integrated management system for quality, environment and health

Section	Scale	1	2	3	4	5	Arithmetic mean	Standard Deviation	Section order	Application level
1	Repetition	1	3	33	87	12	3.93	0.963	3	High
	Ratio	0.8	2.4	17.6	69.6	9.6				
2	Repetition	2	1	21	81	20	4.01	0.738	2	High
	Ratio	1.6	0.8	16.8	64.8	16				
3	Repetition	2	1	13	85	24	4.10	0.711	1	High
	Ratio	1.6	0.8	10.4	68	19.2				
Arithmetic mean and general standard deviation							4.01	.626	/	High

We note from the previous table that the arithmetic averages of sections after the management review of the integrated management system for quality, environment and health range between 3.93 and 4.10 and tend to agree with the study sample members and their standard deviations range between 0.693 and 0.738, which we explain as follows:

- The third section came in the first place, represented in "The management review outputs contain the possible decisions and actions to improve the quality, environment and health policy and objectives. In the second place came the second section represented by "The outputs of the management review are consistent with the institution's commitment to continuous improvement", while the first section represented by the "senior management references the integrated management system at specific intervals to ensure its continued suitability, adequacy and effectiveness" ranked third.

Table No. 10: Summary of the results of the descriptive statistical analysis of the dimensions of the second section

Section	Arithmetic mean	Standard Deviation	Section order	Application level
X1	4.08	0.623	2	High
X2	4.09	0.692	1	High
X3	4.03	0.666	4	High
X4	4.06	0.617	3	High
X5	4.01	0.626	5	High
X	4.05	0.585	/	High

From the previous table, it becomes clear to us the tendency of the sample members' opinions to agree to the first section of the questionnaire represented in the reality of the integrated management system for quality, environment and health in hotels because its arithmetic mean 4.05 falls in the approval category. It also shows us the high level of this section because it is greater than 3.5, and its deviation is 0.585 showing that there is agreement and harmony in the opinions of the sample members. We also note that after

planning the integrated management system for quality, environment and health, ranked first, followed by the policy of the integrated management system for quality, environment and health in the second place, and after examination, and corrective action in the third and fourth place after the implementation and operation of the integrated management system, then in the fifth and last place after the management review of the integrated management system.

Analysis of the results of the second section of the questionnaire on the reality of human performance

Table No. 11: Results of the descriptive statistical analysis of items after ability and motivation

Section	Scale	1	2	3	4	5	Arithmetic mean	Standard Deviation	Section order	Application level
1	Repetition	1	5	11	82	9	3.75	0.688	3	High
	Ratio	0.8	5.6	20.8	65.6	7.2				
2	Repetition	0	9	17	82	17	3.87	0.710	1	High
	Ratio	0	7.2	13.6	65.6	13.6				
3	Repetition	3	12	27	85	25	3.74	0.938	4	High
	Ratio	2.4	9.6	21.6	68	20				
4	Repetition	1	6	22	80	16	3.84	0.711	2	High
	Ratio	0.8	4.8	17.6	64	12.8				
5	Repetition	2	10	28	68	17	3.73	0.832	5	High
	Ratio	1.6	8	22.4	54.4	13.6				
Arithmetic mean and general standard deviation							3.78	0.605	/	High

We note from the previous table that the arithmetic averages of the sections after ability and motivation range between 3.73 and 3.87 and tend to agree with the study

sample members and their standard deviations range between 0.688 and 0.938, which we explain as follows:

The second section of "The workers possess the knowledge necessary to complete the work" came in first place. In the second place came the fourth section represented by "The workers have full knowledge of the roles and jobs they perform", while the first section represented by "The workers possess the capabilities appropriate to the nature of the work" ranked third, and the third section represented by "The workers possess sufficient skills to complete the work" ranked fourth, the fifth section represented by "The desire of workers to complete their work" came in the fifth place.

Table No. 12: Results of descriptive statistical analysis of sections after discipline and behavior

Section	Scale	1	2	3	4	5	Arithmetic mean	Standard Deviation	Section order	Application level
1	Repetition	1	8	14	74	28	3.96	0.786	2	High
	Ratio	0.8	6.4	11.2	59.2	22.4				
2	Repetition	0	7	14	65	39	4.08	0.773	1	High
	Ratio	0	5.6	11.2	52	31.2				
3	Repetition	1	10	22	56	36	3.93	0.891	3	High
	Ratio	0.8	8	17.6	44.8	28.8				
4	Repetition	1	9	10	67	38	3.89	0.750	4	High
	Ratio	0.8	7.2	8	53.6	30.4				
Arithmetic mean and general standard deviation							3.96	.633	/	High

We note from the previous table that the arithmetic averages of the discipline and behavior sections range between 4.08 and 3.89 and tend to agree with the study

sample and its standard deviations range between 0.750 and 0.891, which we explain as follows:

The second section of “Workers adhere to the official provisions for work and are absent except for the utmost necessity” ranked first, while the first section represented by “Workers are keen to abide by regulations, instructions and directives” came in second place. The third section of "Workers cooperate with each other in the event of additional burdens" came in third place. In the fourth and last place came the fourth section of "Workers avoid creating problems in the workplace."

Table No. 13: Results of the descriptive statistical analysis of sections after the results in human performance

Section	Scale	1	2	3	4	5	Arithmetic mean	Standard Deviation	Section order	Application level
1	Repetition	0	6	20	76	23	3.93	0.704	1	High
	Ratio	0	4.8	16	60.8	18.4				
2	Repetition	1	7	15	79	23	3.93	0.745	1	High
	Ratio	0	5.6	12	63.2	18.4				
3	Repetition	1	8	15	78	23	3.92	0.763	2	High
	Ratio	0.8	6.4	12	62.4	18.4				
4	Repetition	1	9	23	71	19	3.77	0.855	3	High
	Ratio	0.8	7.2	18.4	56.8	15.2				
Arithmetic mean and general standard deviation							3.88	.650	/	High

We note from the previous table that the arithmetic averages of the sections after the results in human performance range between 3.77 and 3.93 and tend to agree

with the study sample and its standard deviations range between 0.704 and 0.855, which we explain as follows:

The first section represented in “The workers are keen to complete the required amount of work” and the second section represented by “The workers are keen to complete the work at the required quality level” ranked first. The third section of "The workers are keen to complete the work on time" came in second place. In the third and last place came the fourth section of "The workers do their work efficiently".

Table No. 14: Summary of the results of the descriptive statistical analysis of the dimensions of the second section

Section	Arithmetic mean	Standard Deviation	Section order	Application level
Y1	3.78	0.605	3	High
Y2	3.96	0.633	1	High
Y3	3.88	0.650	2	High
Y	3.88	0.572	/	High

From the previous table, it becomes clear to us the tendency of the sample members' opinions to agree to the second part of the questionnaire represented in the reality of human performance in hotels, because its arithmetic mean 3.88 falls in the approval category. It also shows us the high level of this section because it is greater than 3.5 and its standard deviation of 0.572 indicating the presence of agreement and harmony in the opinions of the sample members and we also note that the dimension of discipline and behavior ranked first, followed by results in the second

rank, and then leadership and motivation in the third and last rank.

Hypothesis Testing

This hypothesis is represented in: There is a statistically significant effect at the level of significance $\alpha \leq 0.05$ for the application of the requirements of the integrated management system for quality, environment and health (policy, planning, implementation and operation, examination, management review) on human performance in hotels

To test this hypothesis, regression analysis of variance was used to verify the validity of the model, as shown in the following table:

Table 15: Results of regression analysis of variance to confirm the validity of the model to test the first major hypothesis

Source	No. of squares	Degrees of freedom	Square average	F	Significance level	Correlation coefficient (R)	Determination Coefficient (R ²)
Regression	18.266	1	18.266	94.960	0.000b	0.645	0.416
Residues	25.656	133	0.193				
Total	43.922	134					

We notice from the previous table that the calculated F value of (94.960) is greater than its tabulated value of (3.84), in addition to the significance level equal to 0.000b, which is less than the imposed significance level of 0.05, and therefore the model is valid to test this hypothesis.

It is also clear that there is a direct medium correlation between the requirements of the integrated management

system for quality, environment and health on the one hand and human performance on the other, because the value of the correlation coefficient of 0.645 shows that its sign is positive and its value is between 0.5 and 0.7. The table also shows the impact of the independent variable, the requirements of the integrated management system for quality, environment and health, on the dependent variable, human performance, or the percentage of impact or interpretation of the independent variable on the changes that occur on the dependent variable in the value of the determination factor R², whose value was 0.416, meaning that its value is 0.416 of changes in human performance that results from the change in the application of the requirements of the integrated management system for quality, environment and health. Accordingly, we accept the null hypothesis, i.e.: There is a statistically significant effect at the level of significance $\alpha \leq 0.05$ to apply the requirements of the integrated management system for quality, environment and health (policy, planning, implementation and operation, examination, management review) on human performance in hotels.

Theoretical results

Integrated management system for quality, environment and health is to develop, implement and maintain an integrated management system that complies with the specifications of the quality management systems, environmental management and occupational health and safety management so that the common and non-common requirements between these systems are implemented in a consistent and complementary manner to each other in all its procedures. By implementing this system, hotels can

meet the needs and expectations of all relevant stakeholders.

- The implementation of the integrated management system goes through a set of steps based on the **Deming wheel** represented in policy, planning, implementation and operation, examination and management review.

-The application of the integrated management system results in many benefits, such as simplification, efficiency, participation of all individuals, improving performance in all areas, and there are those who divide these benefits into internal and external benefits.

-Human performance is the interaction between behavior and achievement, so that behavior leads performance to a specific achievement controlled by ability and desire as internal determinants of this performance and many external determinants.

-Performance has levels and types that are determined according to specific standards, in which we find that human performance belongs to the internal environment of the institution according to the standard of the internal and external environment.

-There are many ways to improve human performance, such as restructuring, continuous improvement, benchmarking, and total quality management.

Applied results

- The tendency of the views of the study sample to agree to the first section of the questionnaire, the reality of the

integrated management system for quality, environment and health, because its arithmetic average is equal to 4.05. As for the arrangement of the dimensions of this section, it ranked after planning the first place, then after politics in the second place, then after the examination in the third place then after implementation and operation in the fourth place, then after reviewing the administration in the fifth and last place.

- The tendency of the views of the study sample to agree to the second section of the questionnaire, the reality of the human performance system, because its arithmetic average is 3.88. As for the order of the dimensions of this section, the discipline and behavior dimension occupied the first place, then the results in the second place, then the ability and motivation in the third place.

Recommendations

- Stimulating the tourist hotels that apply one of the ISO systems to implement the integrated management system for quality, environment and health.

- The necessity for hotels to obtain certificates for the new versions of the Quality Management System ISO 9001: 2015 and the Environmental Management System ISO14001: 2015, especially with the issuance of the Occupational Health and Safety Management System specification ISO 45001: 2018 in order to facilitate their integration because they contain the same structure and the same main requirements.

- There must be a strong commitment on the part of the senior management for the successful implementation of the integrated management system for quality, environment and health.
- Educating hotel officials about the importance of implementing the integrated management system for quality, environment and health is better than applying each system alone.
- The necessity of having the will and continuity in applying the integrated management system for quality, environment and health.
- The integrated management system for quality, environment and health must be integrated into the basic functions of hotels.
- Hotels must constantly train and educate employees in order to successfully implement the integrated management system for quality, environment and health and its impact as an entry point to improve their human performance.
- Activating the concept of human relations between senior management and hotel workers because of its impact on the application of the integrated management system for quality, environment and health and in improving human performance.
- Motivating employees financially and morally to implement the requirements of the integrated management system for quality, environment and health, which increases

their motivation to work and leads to improving their performance.

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