



Faculty of Tourism and Hotel Management  
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**"Assessment of Balanced Scorecard Practices and its Impact  
on Employee's Performance in Hotels"**

(A thesis Proposal for the Doctorate Degree PhD)

Submitted by

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## Abstract

### Evaluation of Balanced Scorecard Practices and Impacts on Employees' Performance in Hotels

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This research aims to evaluate the balanced scorecard practices and their impacts on employees' performance in five-star hotels in Cairo, Egypt. This paper considers a wide range of background information and a literature review that focuses on the implementation of balanced scorecard practices on the performance of employees in hotels. Questionnaires were distributed to employees working within the rooms division department. The study sample covered 30% of Egyptian five-star hotels in Cairo. Structural equation modeling was used to analyze results. In this context, the study found that the application of the balanced scorecard practices significantly affected employees' performance. It was found that the most influential factor affecting employees' performance was the learning and growth perspective. As such, it is recommended that hotels should pay more attention to the application of the balanced scorecard as a crucial tool for enhancing employees' performance. The implementation of the balanced scorecard begin with improving the skills and knowledge of the employees, thus managers in each department in hotels should facilitate the application of balanced scorecard and make use of balanced scorecard not only as a follow up tool for employees but also as a measurement tool.

**Keywords:** Balanced scorecard, Egyptian hotels, employees' performance, financial perspective, learning and growth perspective