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## Human Resource Development Research in Tourism and Hotel: A Review of Current Literature and Suggestions for Future

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### Abstract

The purpose of this paper is to provide a review of human resource development literature from the points of view of both human resource development and hospitality and tourism. The paper provides a critical, qualitative, and comparative review of HRD research literature on human resource development and hospitality and tourism, providing insights into emerging research trends and pointing to the gaps in the literature. The review result showed six streams of research from the hospitality and tourism literature: training design and work performance, individual factors and work performance, job satisfaction as a mediator, and qualitative reviews of the hospitality and tourism HRD literature. This review also points to the gaps between the two bodies of literature and gives recommendations for future research.

**Keywords:** Human Resource Development, Tourism, Training Design, Individual Factors, Hotel Management, Work Performance

### Introduction

Organizations in the tourism and hospitality industry face enormous complexity for the shortage of skilled employees in the highly competitive business atmosphere from the previous decades (Cop et al., 2020; Pham et al., 2020). Human resource development (HRD) plays a vital role in the success of the tourism and hotel industry (Swanson, 2022; Cherrstrom & Bixby, 2018; Werner & DeSimone, 2012). Unlike various industries, the products of the hotel and tourism industry are service experiences that are not tangible and depend highly on intrapersonal communication between customers and employees. As a result, the work performance of employees impacts customer loyalty, service experience, service quality, customer satisfaction, and other patronage demand of hotels (Dorta-Afonso et al., 2021; Unguren & Arslan, 2021).

Moreover, HRD has increased the literature on the tourism and hospitality industry over the previous two decades. HRD has concertation with finding and developing the required skills at every level to achieve the hotel's objective (Girish & Sameer, 2015). Moreover, they

added that HRD only on training delivery and management within an organization. Furthermore, HRD prioritizes how training design and individual factors can develop a practical advantage for organizations. The critical goal of HRD research is to determine whether a group or particular training design has an indirect or direct impact on work performance (Bhatti et al., 2021; Ritzmann et al., 2014). Bhatti et al (2021) further added that their study at most focuses on the health sector employees' attitudes and behavior by the training content, learning style, and trainers. Kim et al (2017) reveal that perceived organizational support only develops employee performance in the airline industry.

In addition, training design and individual factors impact work performance directly and indirectly through job satisfaction. Despite the growing interest in HRD research in recent decades, minimal literature explains the effect of those practices in the tourism and hotel industry's context and how it compares with HRD research (Cherrstrom & Bixby, 2018; Han & Stieha, 2020). There is both a theoretical and practical need to tie individual factors and training design and work performance through job satisfaction, justifying the present paper's focus on the HRD literature in the tourism and hospitality industry (Nafukho et., 2017). Human resource development developed relationships between what individual factors do on a functional level (e.g., organizational support and motivation) and training design and work performance. Hence, this article gives a qualitative, comparative, and critical review of the HRD literature, a perspective of tourism and hospitality, and human resource development. The purpose of this work has threefold: To explain the evolution of HRD literature. To give the first qualitative review of tourism and hospitality literature, which pay attention to emerging streams of research. To examine the gaps between the two bodies of literature regarding methods, topics, and opportunities and to make recommendations for further research and implementation to practitioners and academics.

### **Hotel and Tourism**

The present paper was conducted based on a systematic review by critically identifying, evaluating, and synthesizing all published literature using rigorous and explicit criteria on training design, individual factors (organizational support, motivation), and job satisfaction in the hospitality and tourism industry (Cop et al., 2020). Precisely, all published studies included hospitality and tourism, motivation, and job satisfaction, which directly and indirectly impact work performance. Papers that examined training design, organization support, and job satisfaction without justifying work performance as an outcome were excluded because HRD focuses on work performance. Moreover, many of the papers also examine the mediating impact the job satisfaction in the tourism and hotel literature.

### **Training design and work performance**

HRD comprises training and development, career development, and organizational development (Swanson, 2022; Cherrstrom & Bixby, 2018; Werner & DeSimone, 2012). Moreover, training consists of training need assessment, design, implementation, and evaluation (Werner & DeSimone, 2012; Swanson, 2022). Moreover, Bhatti et al (2021) state the thought process behind the training design regarding plan value and training needs; these may be related to productivity, such as the trainer, training content, and learning style. Furthermore, training design consists of problem-based learning, activation, demonstration, application, and integration (Ritzmann et al., 2014). A successful training program needs to introduce an appropriate training design which is a significant component of training.

Organizations design various training courses to ensure that workers' capabilities are developed. Moreover, suppose the organization designs and evaluates the training programs correctly. According to Nafukho et al (2017), various organizations prioritize investing a massive amount of money in different programs to develop new skills through long-term planning. Many researchers have proposed why training design (general concept, essential criteria, and the discrepancy of activity and incentives situations) affects the transfer of skill via in-house training applied to develop work performance. Training design should compare employees' capabilities, assist employees, and teach materials of education in applying the benefits and skills acquired outside the training atmosphere (Tannenbaum & Yukl, 1992). According to Bhatti et al (2021), there is a positive relationship between training design and employee performance among Pakistan's trained health nurses.

### **Individual factors and work performance**

Previous literature found that how individual factors consist of organizational support, such as perceived organizational support, supervisor support, and co-worker support, and motivation, such as intrinsic motivation and extrinsic motivation, which impact work performance. Moreover, organizational support comprises perceived organizational support and co-worker support (Eisenberger et al., 1986; Kim et al., 2017). As such, perceived organizational support comprises such inner characteristics that might stimulate employees' behavior to facilitate organizational achievement (Afsar & Badir, 2017). Moreover, they further added that organizational support has a significant impact on work performance among hotel employees. According to Tang and Tsaur (2016), on the other hand, the climate of supervisor support is one of the significant resources of service-oriented organization citizen behavior among hotel employees. Finally, coworkers or the degree to employees believe their peers are willing to give worker-related assistance to assist them in the performance of their serviced-based job responsibilities (Zaitouni & Ouakouak, 2018) develop job satisfaction, organizational engagement, retention and worker well-being (Sloan, 2012).

Motivation consists of intrinsic and extrinsic motivation (Younies & Na, 2020; Rita et al., 2018; Buberwa, 2015). Most frequently, intrinsic motivation is defined as something just for doing it (Yoo et al., 2012). Moreover, employees are intrinsically motivated if they get support for self-expectation, personal challenges, and gratification of curiosity (Cho & Perry, 2012). Furthermore, Wijsman et al. (2019) state that intrinsic motivation is defined as performing a task with no apparent reward other than the act of doing a task. However, extrinsic motivation is defined as appreciation because it is a tool for a person to behave in such a way that the satisfaction has gotten in not from the activity itself but from the extrinsic significance of the activity (Rita et al., 2018). When an activity's performance is seen as instrumental in producing valued results that are different from the action itself, it is referred to as extrinsic motivation (Dorta-Afonso et al., 2021; Buberwa, 2015). Moreover, Younies and Na (2020) state that among frontline hotel employees, there is a positive relationship between work motivation, job satisfaction, and work performance. Similarly, Rita et al. (2018) discovered a positive relationship between employee motivation and performance among Indonesian officers.

### **Job satisfaction mediates the relationship between training design, individual factors, and work performance**

Job satisfaction is crucial in determining work performance (Siengthai & Pila-Ngarm 2016; Indarti et al., 2017). According to McPhail et al. (2015), job satisfaction is the gap

between a person's expectations and the job's actual characteristics. Moreover, for hotel employees, job satisfaction significantly affects work performance (Sari et al., 2019; Unguren & Arslan, 2021). Furthermore, a systematic literature review shows that job satisfaction is critical to hotel employees' job performance (Borralha et al., 2016). Indeed, the relationship between job satisfaction and job performance has been dubbed the "Holy Grail" of the organizational behaviour discipline by researchers for a few decades (Fisher, 2001; Weiss & Cropanzano, 1996). Moreover, According to Alniacik et al (2012), there is a positive correlation between job satisfaction and organizational commitment to career motivation. Furthermore, intrinsic motivation significantly impacts job satisfaction (Arasli et al., 2014; Anghelache, 2015). Chuang et al (2009) investigate the intrinsic and extrinsic factors that influence the job characteristics such as position, size, type, etc, and the satisfaction of casino hotel chefs of the chef-to-job satisfaction association. As a result, casino chefs need more recognition and autonomy in the work environment.

Previous findings support that organizational support has a significant relationship with employee satisfaction (Tsachouridi & Nikandrou, 2016; Islam et al., 2015). Firstly, a previous cross-sectional multi-center study found a substantial link between organizational support and employee job satisfaction among clinical nurses in a tertiary hospital in China (Sungu et al., 2019; Li et al., 2020). Moreover, prior literature has recognized a positive relationship between organizational support and job satisfaction in numerous domains, such as nurses, banking, and salespersons (Shahzad et al., 2018; Garcia-Chas et al., 2016). Job satisfaction is a widely used mediating variable to justify work performance in hotel and tourism literature. Unguren and Arslan (2021) stated job satisfaction had mediated the relationship between ambiguity and role conflict on job performance among Turkish hotel employees from various departments. Moreover, prior literature found job satisfaction mediates the relation between training and employees' work performance (Dorta-Afonso et al., 2021; Bouzari & Karatepe, 2018).

### **Hospitality and Tourism**

Another line of investigation has been qualitative reviews in the industries of tourism and hospitality. Most of them were all-encompassing, not meeting work performance; on the other hand, some of the studies included training design and individual factors to work performance. Moreover, studies used job satisfaction as a mediating variable in hotel sectors. Nearly 18 studies used job satisfaction in hotel and tourism evidence from the Scopus database. For example, Unguren and Arslan (2021) state that work performance is analyzed and measured activity as a task performance in the Turkish hotel sector.

Moreover, work performance in Indonesian hotel sectors includes quality of work, the quantity of work, timeliness, influence, responsibility, and work discipline (Sari et al., 2019; Koopmans et al., 2013). Besides, employees' in-role explains activities specified in and essential by the description of the job, and thus, mandated and rewarded by their organizations (Pham et al., 2020). Employee in-role performance refers to the activities specified in and required by the job description, which are thus mandated, monitored, and rewarded by their employers. Furthermore, prior literature states that job satisfaction indicates employees' contentedness in the hotel industry regarding their job responsibilities (Unguren & Arslan, 2021; Hackman & Oldham, 1975).

### **Discussion**

#### **Theoretical implications**



Examining how training design and individual factors affect work performance through job satisfaction is both an industry and theoretical necessity. The recent qualitative review demonstrates how links training design, individual factors, and work performance in human resource development. We develop a conceptual model for theory and practical implementation based on HRD literature from the hotel and tourism industries. Work performance is conceptualized in Figure 1, following Campbell's (1993) work performance model. Koopmans et al (2013) state work performance consists of contextual performance, task performance, adaptive performance, and counterproductive work behavior. Besides, task performance includes the required behaviour and outcome which directly attend to the organizational goal. Meanwhile, the contextual performance includes voluntary (assistance and cooperation with the employees of organizations) attitudes that are not part of employees' task performance. Then the performance implies the extent to which employees adapt to change in a work role and work system. Finally, counterproductive work behaviour includes intentional behaviour by employees that negatively impact other stakeholders and organizations.

Besides, previous literature states that social learning theory explained training design (Bandura, 1977). Furthermore, Sungu et al (2019); Blau (1964) interrogated social exchange theory, explaining organizational support, motivation, and job satisfaction. This theory describes the mediating effect of job satisfaction on the relationship between organizational support, motivation and work performance (Zoller & Muldoon, 2019).

The present conceptual model (Figure 1) provides a significant framework for how training design and individual factors impact work performance through job satisfaction. Training design and individual factors impact behaviour and attitudes of employees, which, in turn, are significant key HRD or aggregated-level firm-level outcomes such as employee productivity, which might afterward affect firm-level outcomes such as revisit intention and customer satisfaction. To exemplify, future studies can examine how training design and individual factors influence work performance (e.g. task performance, contextual performance, adaptive performance and counterproductive work behaviour) through job satisfaction.

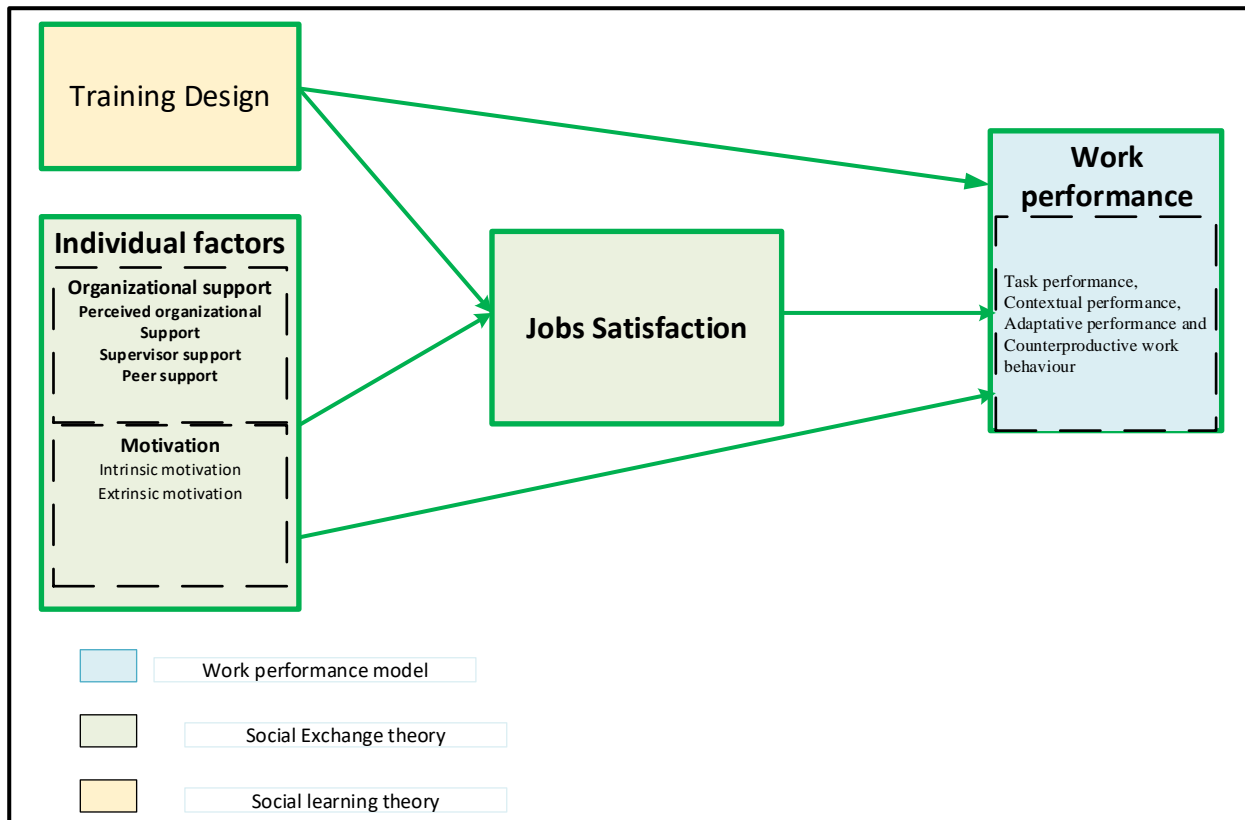


Figure 1: The suggested conceptual model adapted from Campbell's (1993) and work performance model Koopmans et. al (2013)

### Practical Implications

Though HRD literature has given some new insights, there still needs to be more in the literature in the tourism and hospitality industries. The most significant gap between the two areas of HRD is that limited studies directly measure work performance, particularly task performance, contextual performance, and adaptive performance in hospitality and tourism literature. HRD research has generally focused on the first level, such as financial outcome, whereas ignoring work performance in tourism and hospitality literature. In contrast, the HRD literature frequently uses financial outcomes to measure organizational performance, such as assets, return on equity, market return, and sales growth. Prior literature on tourism and hospitality focuses on work performance, such as in-role performance. Other indirect measurement of work performance depends on hotel employees (Unguren & Arslan, 2021; Sari et al., 2019; Kim, et al., 2017). No findings from tourism and hospitality have applied direct work performance (for example, task performance, contextual performance, adaptive performance, and counterproductive work behavior) measures, focusing on guest satisfaction, revisiting intention and brand image of the hotel sector (Rita et al., 2018). The second gap is that most of them have been conducted at the organizational level and not at the individual level in HRD research of tourism and hospitality.

Moreover, most studies have absorbed quality, service, and organization performance. Similarly, most findings have focused on manager's or employees' perceptions of training and development, motivation, and organizational support. To exemplify, prior results from HRD literature have been justified at the organizational level, mainly through surveys of senior executives. The body of previous studies examined various HRM

systems such as high-commitment systems (Arthur, 1994), high-involvement systems (Dorta-Afonso et al., 2021; Guthrie, 2001), high-performance working systems, high-commitment systems (Arthur, 1994). However, only a few findings have applied individual-level measures in hotel and tourism literature from frontline employees (Sari et al., 2019; Sungu, et al., 2019; Indarti et al., 2017).

Furthermore, the third gap is that no previous literature has developed a conceptual model linking training design, individual factors, and work performance through potential moderators and mediators in hospitality and tourism. For example, human capital, job satisfaction, and social capital, organizational commitment are potential mediators in HRD research (as the possible outcome of HRD). Though findings of this relationship have been found in previous literature, they have not been investigated in hospitality and tourism. It is also linked to a fourth research gap in the hospitality and tourism literature, which is the lack of individual-level studies. The study of how job satisfaction mediates the relationship between training design and individual factors and work performance is moving toward integrating macro (organizational level) and micro (individual level) domains. On the other hand, only some findings cover studies that integrate both macro and microdomains in the tourism and hospitality literature. So, as shown in figure 1, it is essential to investigate how individual levels such as training design and individual factors affect employee attitudes, knowledge and skill, work performance through job satisfaction and, which significantly impacts customer expectations, service quality, revisit intention.

### **Limitations, gaps, and direction for further research**

Though HRD literature has given some new insights, there are still gaps in the literature in the tourism and hospitality industries. The most significant gap between the two areas of HRD is that limited studies directly measure work performance, particularly task performance, contextual performance, and adaptive performance in hospitality and tourism literature. HRD research has generally focused on the first level, such as financial outcome, whereas ignoring work performance in tourism and hospitality literature. In contrast, the HRD literature frequently uses financial outcomes to measure organizational performance, such as assets, return on equity, market return, and sales growth. Prior literature on tourism and hospitality focuses on work performance, such as in-role performance. Other indirect measurement of work performance depends on hotel employees (Unguren & Arslan, 2021; Sari et al., 2019; Kim, et al., 2017). No findings from tourism and hospitality have applied direct work performance (for example, task performance, contextual performance, adaptive performance and counterproductive work behaviour) measures, focusing on guest satisfaction, revisiting intention and brand image of the hotel sector (Rita et al., 2018). Besides, the second gap is that most of them have been conducted at the organizational level and not at the individual level in HRD research of tourism and hospitality.

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## Conclusions

This study provides a comprehensive qualitative literature review of HRD from tourism and hospitality literature. The outcome of this review showed six streams of studies from the tourism and hospitality literature: training design and work performance, international/global issues, and HRD, job satisfaction and work performance, qualitative reviews of the hospitality and tourism HRD literature, and country-specific HRD. This review also identified gaps in the two bodies of literature and made research directions for the future :

- the need to justify work performance for hospitality and tourism researchers in the HRD context.
- the need at the individual level to determine the mediating impact of job satisfaction on the relationship between individual factors and work performance.
- the need to test a complete conceptual model which links individual-level to determine mediating effect of job satisfaction on the relationship between training design, individual factors, and work performance.
- the need to design cross-sectional and correlational studies.
- need to get data from hotel employees.

From this compressive review, it is clear that training design and individual factors do have a positive relationship with work performance. Moreover, job satisfaction mediates the relationship between training design, and individual factors positively affect work performance. As shown in Figure 1, specific training design and individual factors such as organization support and motivation influence employee outcomes, which then impact hotels' operational outcomes, exemplify customer perception, customer service behavior, revisit intonation, and customer loyalty that then impact the financial outcome. The challenge for HRD and hospitality researchers is to collaborate with industry people to apply the strategies contributing to work performance.

### Contribution

This study documented that there is a significant relationship between training design, individual factors, and work performance. Besides, job satisfaction mediates the relationship between training design, individual factors, and work performance. Researchers develop a conceptual model following the work performance model Campbell's (1993), Social learning theory (Bandura, 1977), and Social Exchange theory (Blau, 1964). Moreover, this study applied the work performance model Campbell's (1993), Social learning theory (Bandura, 1977), and Social Exchange theory (Blau, 1964) in the context of hotel employees. Moreover, this study extended one model and two theories. Several contextual contributions emerge from the review of the hospitality and tourism industry. First, this study examines training design, individual factors, and various work performance measures. For HR managers, policymakers, stakeholders, and frontline managers, investing in hotel employees positively affect work performance. Though there is a pessimistic outlook, research in the hospitality and tourism industries has a few contributions beyond what is familiar from HRD literature. Besides, frontline managers play a significant role in work performance because they bridge the gap between frontline employees and HRD policies.

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