Degree Project

Bachelor Thesis in International Tourism Management

Human Resource Management Strategies in Hospitality Industry

Employees' competence, attitude, behavior and organizational operation (management perspective)

Author: Elham Gheliji

Supervisor: Bertil Olsson

Examiner: Tao Yang

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Abstract:

The current study demonstrates human resource strategies in hospitality industry (Hotel segment) and its impact on employee competencies and skills. The human resource management enhances employee performance and their credibility to maximize overall firm goals in hotel segment. Employees with level of attitude and behavior provide best services and performances. In this regard, service managers need to support and improve their employees' skills and competencies related to the organization structure and strategy. Therefore, it is necessary for organization to have strong human resource management strategies to optimize the employees' competencies and performance which drives higher organizational productivity.

The research question of this thesis is how managers perceive that human resource management strategies influence on employees' skill and competence in the hotel segment of Gothenburg?

The data collection indicates that different human resource strategies executed to sustain employee roles and responsibilities. Various human resource strategies should implement to achieve valuable outcomes contributing to employees' satisfaction and organization performance. Training practices, recruitment and selection, compensation and incentive practices, performance management and job design are essential human resource strategies which are identified in this research study.

The thesis applies qualitative approach. Empirical data are collected through structured interviews. Moreover, the interactive model is used to analyze the collected empirical data.

Keywords:

Contents

Chapter One

1 Introduction

Nowadays organizations faced with varieties and heterogeneous developments and new technological issues. Globalization has resulted in a massive challenge for service businesses. This challenge has also created a competitive market for services in which human resources are crucial to organizations as a competitive advantage. In this regard, managing the human capital is essential and challengeable because of its impact on organizational performance. (Chi and Gursoy, 2009 & Aladwan, Bhanugopan & D'Netto, 2015)

In order to handle and manage this competition, it is vital to elaborate the core competencies within human resources as competitive strategies. (Cho, Woods, Jang & Erdem, 2006)

Ubeda-Garcia, Marco-Lajara, Sabater-Sempere, and Garcia-Lillo (2013) stated that the world is moving towards knowledge-based society, the skillful and knowledgeable are an important source for organization's performance as a competitive advantage. According to Cho et al., (2006) efficient human resources could not imitate easily, it will also improve organization's performance. In connection with this, Chi and Gursoy (2009) stated that business managers need to apply appropriate strategies to overcome with changes and lead company to success.

Innocenti, Pilati and Peluso (2011) indicated that development in changing economy and technological trends have increased the focus on human resource management. The efficient human resource management enhances employees' behaviors, attitudes and organizational performance.

In this respect, Yang & Cherry (2008) stated that human resources is much more notable and of great significance and value in hospitality industry. They explained that effective human resource management strategies influence on different aspects and stages of hospitality organizations. Further, applicable human resource management practices have fundamental effect on human capital in the form of behavior and attitude and then the organization's overall outcomes and success. Hence, strengthen human resource policies maximize firm credibility to achieve desired level of employee performance. Such efficient human resource policies ensure employee retention for longer-run.

Looy, Gemmel and Dierdonck (2003, p.28) and Wilson, Zeithaml, Bitner & Gremler (2012, p.5) defined that employees' behavior, attitude, ability, qualification have direct and influential impact on the scope of organization. Castellanos-Verdugo, Oviedo-Garcia, Roldan and Veerapermal (2009) stated that if employees could not act and participate willingly in their work place, the firm's success will fail. Yee, Yeung and Cheng (2008) stated that employees' satisfaction of workplace, responsibilities, loyalty and company commitment towards employees would shape employees' behavior which hold a great influence on company's performance effectiveness.

The efficient human resource management practices plays dominant role at all levels of organization regarding recruitment, compensation, and firing of employees. These practices are so important to lead and set up the organization to reach its target. To achieve effectively the human resource management practices need to have enough power and capacity to influence employees to get their attention, satisfaction and commitment towards their job. Human resource management practices have to increase employees' skill, knowledge, information and competences. (Presbitero, 2017)

1.1   Problem Description

Providing an attractive and respectful working environment, enabling different educational activities and treating employees will achieve employees' expectation and satisfaction and improve their positive attitude with the organization and workplace. Consequently, satisfied employees eagerly try to provide the best performance which will affect organizations' outcome. (Chi and Gursoy, 2009)

In this regard, Jaiswal and Lochan Dhar (2017) described that hospitality industry and specifically hotel segments depend on employee services that are able to apply their skills and creativity to perform the best action. Moreover, they stated that the human resource practices likewise employment security, effective teams, contingent compensation, and extensive training enhances overall employee jobs satisfaction. Furthermore, such practices improve the employees' attention, attitude, commitment, skills, creativity and behavior.

It is clear how important the employees' attitude and behavior is in hospitality organizations. Although companies focus on improving their operational management, they tend to implement company's business strategies to increase profitability. Though, significant studies have been pledged to improve service design and delivery system, the impact of human

resources on company's management and operation has been ignored. Moreover, the influence of employees' competence as a competitive advantage on operational performance has not been considered worthy enough. (Yee et al., 2008)

Furthermore, the clarification of how the human resource management practices influence on employees and what appropriate practices are not enough described (Jaiswal & Lochan Dhar, 2017).

From above investigation, it is obvious that positive level of employees' attitude and behavior towards organization and work place influence on their operational performance and at the end on the organizations' outcome specifically in hotel industry which the service employees are in the front line of the business.

Looy et al., (2003, p. 182) stated that the human resources operation has an important role in service company's performance. They introduced collaboration, empowerment and competences, as keys and central factors of human resource management and practices of service companies.

Reviewing these studies explains that what kind of human resource management strategies that could positively impact on employees to be able to accomplish skilled and competent human resources in hotel industry. Thus, human resource management design is crucial for service companies to retain and sustain employees.

1.2 Research Aim

The research aim associated with the identification of human resource strategies for hospitality industry specifically in hotel segment. There are various HR strategies that optimize employee productivity and ultimately increases firm output. The hotel industry is one of the biggest sectors in service delivery which its success is based on their employees. For this reason, several different levels of hotels in Gothenburg considered. This city is the second largest city in Sweden. Further, it is one of the industrial and cosmopolitan parts in Sweden. Having easy access to the center of Europe, being located one of the most famous cars manufacturing and being an international trade port are advantages for the service market, precisely the hotel industry in Gothenburg. The research intends to find out HR strategies in hospitality industry particularly hotel segment.

1.3   Research Purpose

This research intends to underline the importance of the employee's skills and performance in service delivery market specifically in the hotel section. In this regard, the main purpose of research is to investigate and figure out how the managers apprehend the human resource strategies and its impact on employee's skills, and competencies. The HR strategies direct employees to take roles and responsibilities and follow centralized direction. Hence, research purpose will beneficial for hospitality industry to nurture HR strategies in their organizations to maximize overall employee productivity.

1.4   Research Question

How managers perceive that human resource management strategies influence on employees in the hotel segment of Gothenburg?

1.5   Thesis Outline

This paper comprises six chapters and is organized as follows. The first chapter includes an introduction, problem description, research aim, research purposes, research question and thesis outline. In second chapter, theoretical framework, theories and models, human resource management and models, literature review, and summarized applied model are described. Then in chapter three, methodological framework, research design, research strategy, data collection, method of data collection, type and process of data collection, sample, data analysis and methods, and trustworthiness of data are discussed. Chapter four encompasses interview presentation (empirical data). Data analysis processes in chapter five. In final chapter, conclusion and direction for future studies are demonstrated.

Chapter Two

2   **Theoretical** Framework

This chapter addresses several theories and frameworks including human resource management and its models to gain a theoretical framework for this study. Peer-reviewed articles and various text books are revised to get profound information about this research field.

2.1   Theories and models

Following theories and models have been considered as frameworks to meet the research purpose and objectives and answer research question.

2.2   Human Resource Management (HRM)

2.2.1   History of human resource management

According to Looy et al (2003, p.187) before emergence the concept of human resource management in the 1970s, employees were almost considered as a cost until developing the human capital theory, which employees could be counted as a resource. In the next decade, in a rigid time of global competition, it was necessary for a business company to explore human resource management. That was the time to improve this concept from classical personnel management (Taylor & Finley, 2009) to human resource management. Three different models which all together provide a comprehensive perception of human resource management are: the Michigan model, the Harvard model and the Warwick model.

Looy et al (2003, p.188-191) perfectly depicted the three human resource management models which all will briefly describe in following.

2.2.2   The Michigan Model

The first model, "The Michigan model", underlines that people or resources in a company should be handled according to business strategies. In order to achieve the consistency between human resource and business requirements and strategies, the corporate adopt systematic view of human resource management. Although, these practices should be according to the business, this model describes the human resource management as

"*selection, performance assessment and rewards and development*". However, this model stresses business strategies than human resource practices. Therefore, human resource factors are not in high level of attention and should be according to company's strategies.

2.2.3   The Harvard Model

"The Harvard model" has an expansive view over human resource management and describes four broader areas of human resource management policies; human resource flows, reward system, employee influence and work system. The first area emphasizes to manage the number of people involving in inside and even outside of the organization: *selection, placement, development, performance appraisal and promotion*. The second area focuses on getting employees through *payment, motivation and benefit*.   The next area talks about *employee authority and empowerment*. The last area refers to *business designing* to get favorable result. Moreover the Harvard model acknowledges all the shareholders, employees, management, unions and communities with their different interests and objectives. Consequently, achieving results within these different policy domains and among these stakeholders is addressed four Cs. *Employees commitment, congruence between stakeholders, employees competence and cost effectiveness* are four Cs depicted by this model. Nevertheless, this model stresses implement the strategies than forming the strategies which causes more tension for managers.

2.2.4   Warwick model

This model has a combinative view over human resource management. It gives attention on the context of the strategies with process-oriented view. Researchers at Warwick University stated two significant points. They pointed out that changes in structure and any other area of human resource management can subject strategic changes that should be noticed by the organization. So, the strategy step could be bottom-up as well as top-down. Furthermore, since the changes happen over a time period, the process and content of changes should be considered. Even though the Harvard academicians have developed the human resource management policy framework, the Warwick model affirms that human resource management and organization all together would place in the context. Thus, this model perspective is to find the suitable action in accordance with process and to gain the best end result.

As it mentioned above the Warwick model has process-oriented view and also underlines the context of the strategies. This affirms that a group of techniques as human resource practices

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which are dependent on each other need to work with integration and based on the employees' work of necessity (Jaiswal & Lochan Dhar, 2017).

According to Ahmad, Solnet, and Scott (2010) human resource practices are a sort of system which its processes needs to be managed to utilize varieties of integrated practices in relation of *employees' strategic value* of their job in order to have high efficiency and great outcome in human capital investment. In other words, they explained that the organization investment on human capital would not be beneficial and efficient if the firms are not able to harmonize and fit the human resource practices with the *employees' strategic value* in particular in hotel industry.

In this regards Renolds, Rahman, and Bradetich (2013) stated that human resource management identified as a diversity management that promote great inclusion of employees from different cultures into organization structure. They believed that human resource management includes of different planning and implementation practices based on organization system in order to develop a competitive advantage (Madera, Dawson, Guchait & Belarmino, 2016) and optimize the augmentation of potential advantages in the human resources.

In other words, Madera et al., (2016) explained that human resource management strategy focuses on functional level, firm's strategy, and performances. They mentioned that human resource management practices improve the quality of the human capital which in return has straightly impact on the organization outcome. According to their research, the human resource management strategy has to concentrate on social capital (relationships, cohesion, confidence, loyalty, and engagement) and human capital (talent, knowledge, experience, competence, skills, and individual qualities). The human resource management strategy is a cluster of different practices which has to cover the micro and macro domains in an organization to make a relationship and connection between social and human capital. In their research they named different practices in example training and development, incentive programs and employees' skill, knowledge and competences respectively such as social and human capital mediators.

Different peer-reviewed journal articles, research papers, studies and books (literature review) are reviewed to get more information about the mediators of the human resource strategies and practices.

2.3   Literature review

According to Aladwan et al., (2015) the aim of human resource management outline is to achieve an organizational goal in a way to establish the identity of the organization's human resource management needs. In this regard, Tsai and Edwards and Sengupta (2010) described that using human resource management strategies such as recruitment & staff selection, organizing working conditions, work performance motivation, and staff training & development influence on both employee's behavior and organization's performance.

Kehoe and Wright (2013) stated that human resource management strategies impact on employees' behavior which in turn influences the organization's operational, financial, market and performance result. Thus, it is critical and essential to understand the relationship between operative human resource practices and employees' perception. Since, employees' perceptions of human resource practices are the keys which will affect employees' attitude and behavior towards organization's management and their human resource implementation.

Tsaur and Lin (2004) stated that service industry especially hotel sectors are involved in competition because of increasing different sort of lodges. To be successful in this challenge, exploring applicable human resources management practices can provide and develop skilled and well behavioral employees which affect organization's result.

In this regard, Aladwan et al., (2015) described that accomplishment of organization's human resource strategies maximizes firm values. Hence, it is essential to understand and be awarded of employees' value. They also confirmed that employees' behavior is related both to personal function and their environment and work place.

In another research, Kehoe and Wright (2013) illustrated that organizations empower employees in terms of skills, knowledge and opportunities and in return expect them to be productive and efficacious regarding organization's work achievement. The relationship between organization and employees collectively drives business success. Therefore, HR management motivates employees to ensure commitment, productivity, and active involvement in organization performance.

According to social exchange theory there is a mutual exchange relationship and link between employees and organization. This theory expresses that those employees who are eagerly more committed towards organization, they perceive superior and powerful human resource practices (Kehoe & Wright, 2013). Innocenti et al., (2011) stated that the linkage

between human resource management practices and employees' behavior has a foundation in social exchange theory. It means that the efficient investment in human resource practices will be shown in terms of positive employees' attitude and behavior and contribution emotive bond to the organization and work place. Moreover, there are a number of interrelated and compatible human resource practices that strengthen and support employees which will influence the organization's outcome. In this regard, Innocenti et al., (2011) identified AMO approach in their studies. This approach emphasizes on three segments; to augment employees' abilities, to motivate them to use their skills and to give them an opportunity to apply their skills and abilities.

Tsai et al., (2010) also clarified that the outcomes of human resource management practices affect both employee's and organization's performance. Human resource practices such as training, empowerment, information sharing, compensation system and rewards lead employees to improved and high performances which in turn increase organizations' performance and success. According to their theoretical framework human resource management practices arbitrate between employees' attitude and organization's performance. They stated that the organization with strong performance is able to invest on employees through the use of efficient human resource management practices and augment positive employees' behavior.

Figure 2-1: A model of the associations between organizational performance, employee attitudes, and HRM practices
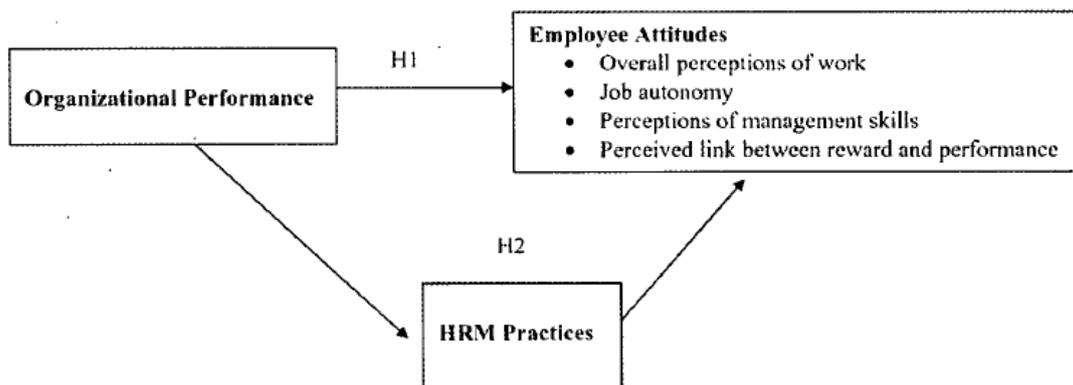
Source: Tsai and Edwards and Sengupta (2010)

The figure indicates the thought and opinion of Tsai, Edwards, and Sengupta (2010) that exposes the connection between organization's performance, employees' attitude and human resource management practices. Higher organization performance can only be obtained

through HRM practices and employee attitudes including overall perception of work, job autonomy, perception of management skills, and perceived link between reward and performance.

Chi and Gursoy (2009) in their study emphasized that the company is responsible towards its employees and has to support them to have satisfied and skilled employees. This support encompasses desirable payment and continuing training program. Furthermore, employees need to have security and keep this feeling at their job and workplace (Ugboro & Obeng, 2000). In return, satisfied employees likely provide better services.

Satisfied and committed employees show the high level of skills, abilities and strong motivation to provide best performance and finally organizational goals will be fulfilled (Broady-Preston & Steel, 2002; Vilares & Coelho, 2003; Yee et al, 2008; Tsai & Wu, 2011). The presented model depicts execution of human resource strategies increase employee potential to remain committed towards overall perception of work, job autonomy, improved management skills, and maximizes employee performance and reward.

In another research done by Yang and Cherry (2009), two human resource management practices, training and recruitment are clarified as critical and much important issues in the global market. They stated that employees' training create competitive advantage which has an important role in hospitality industry. Moreover, staff's training develops attitude and behavior towards organization that increases overall firm productivity..

Although the initial point is focus on recruitment and hiring the best people, training them and designing a valuable job environment are some important key factors of a successful organization. Without doubt, employees need different tools and facilities to do excellent performances. Furthermore, there should be a mutual relationship between organization and employees. In this regard, employees entail more than just technical skills and improvement abilities. They need to be valued and supported from the service managers such as providing health insurance, pension funding, socialized opportunities, travel, and educational offer. (Lovelock & Wright, 1999, chp.16)

In this regard, Broady-Preston and Steel (2002) affirmed that in order to retain the best staff it is necessary to train and develop their skills and abilities. According to their investigation, offering persuasive and appropriate courses to new staff gives them essential information about their job. Besides, holding frequent assessment interviews and meetings aid the

company to evaluate employees' progress. Alongside these factors there are other elements such as job security, relationship with other staff, working environment and control over the work and the quality of work output (Ugboro & Obeng, 2000) which motivate employees to do their best to provide the organization's goals. In addition, employees would be of the view that they are respected and valued by the organization manager (Tsai & Wu, 2011) if their work and effort are praised (monetary and non-monetary) and recognized.

Huang and Rundle-Thiele (2014) defined that the importance of impact of employees' performance has been broadly investigated. They argued that employees' satisfaction has ability to perform a significant role as a competitive advantage (Taylor & Finley, 2009) and influence on companies' performance.

In this regards, Tag-Eldeen and El-Said (2011) stated that an operative and successful organization needs to apply human resource management strategies. This cooperation leads to get and retain employees, understand their needs (Tsai & Wu, 2011), enhance their abilities and skills and further specify their effort and behavior and acknowledge their critical roles within service market.

According to Huang and Rundle-Thiele (2014), human resource strategies consist of varieties policies and process which assist employees to educate, develop and motivate. Furthermore, their study suggests that these policies include significant dimensions. These dimensions are internal communication, training, and internal market research. If these dimensions practice positively, it would affect employees' behavior, satisfaction and attitude.

As mentioned earlier, employees are such valuable resources for organization. If these resources develop and utilize in a right way, they would be beneficial for organization. Regarding this, Buller and McEvoy (2012) stressed on the role of human resource management on developing both human and social capital which have direct impact on performance in a company. In another word, they stated that human capital widely is known as *"knowledge, skills and abilities (KSAs)"* which high level of human capital could associate in effective performance in an organization. Moreover, they underlined specific human resource practices in related to organization activities to enhance and improve organization's outcome. In this regard, they highlighted human resource practices such as recruitment and hiring, employees' education, training, empowerment, and generally internal employee development as a framework which has significant influence on company's performance. In

other words, alignment of human capital with social capital (relationship, process, and systems) is necessary to implement efficient strategies.

Lovelock and Wright (1999, p. 327-334) argued that the service performers must have some intrinsic qualities specifically in service businesses that are dependent on its human capital. They believed that it is impossible to teach all necessary qualities to hired employees. Employees need to have some interpersonal skills which by acquiring different technical skills could perform outstanding performance.

Kempton (1995, p.105) believed that training and continuing development are the essential activities for all companies. In addition, the career planning and development pursue employees to utilize their competencies and skills to unleash business objectives. He also stated that training can utilize in different and constructive purposes. Some of the most significant aims for serving training courses are as follows; to develop employees' skills and abilities and their value, to keep the employees up to date due to changes in organization, to enhance staffs' commitment by increasing their motivation, to recognize employees' responsiveness and reward them. In general, training and frequent development prove that employees are valuable for organization and the more training will create the more productivity.

Furthermore, empowerment gives more motivation, power and freedom to employees and therefore, leads to high level of satisfied and commitment employees. Thereafter, empowerment leads satisfied employees to perform higher services (Vilares & Coelho, 2003). However, the concept of empowerment requires enough level of competences, skills, autonomy which needs some degree of investment in hiring, training and development system. (Looy et al, 2003, p.231-234)

It is noticeable that empowerment is not feasible without sharing information in service market. In this regard, employees should enlighten of organization's concept and goals, service delivery process and information about their activities. Thus, employees who know what organization expects them will immensely act in line of organization's objectives. (Looy et al, 2003, p.238)

Concerning the empowerment and job satisfaction, Ugboro and Obeng (2000) indicated that empowered employees with high level of decision-making authority, self-confidence, access

to organization resources and involved in goal setting create the high level of job performances.

Extent of human resource management researchers underlined that specific human resource practices influence not only individuals, but also organization performance and productivity. However, the function of human resource construct system and its impact on employees' performance is still not clear. (Jiang, Lepak, Han, Hong, Kim & Winkler, 2012)

On this point, Buller and McEvoy (2012) argued that human resource practices encompass distinctive factors to motivate employees and augment their interest to contribute achieving organization's goals.

Jiang et al (2012) argued that employees' performance and its outcome is the most critical concept in a service firm. In order to have a reasonable outcome there should be an internal relationship within Human resource system and among different human resource policies. Pertaining to importance of employees' performance, the appropriate human resource practices operate to affect "*employees' abilities, motivation and opportunities*" as a framework (AMO). Related, planned human resource practices help employees to increase their skills, encourage their motivation and give them an opportunity to present their abilities.

Hoque (1999), Alleyne, Doherty and Greenidge (2006) indicated in their studies that when human resource strategies incorporate with organization context would be more practical and effective (external fit). Accordingly, human resource strategies need to integrate with business strategies. In other words, human resource system should be associated with organization strategies. Furthermore, there should be a synergy between different human resource practices (internal fit) which consequently a greater return will achieve.

In this regard, Lovelock and Wright (1999, p.340), Looy et al (2003, p.186) pointed to the "cycle of success" (as cited on Schlesinger and Heskett, 1991) in service business. This cycle explained that service firms which take a long-term view over the business cultural and invest a great implementation in human resource strategies lead to successful performance in service business. Therefore, an extend job designing and applying the relevant human resource practices address the content employees and providing high quality performances.

Figure 2-2: The cycle of success

Source: Lovelock and Wright (1999, p.340); Looy et al (2003, p.186)

It must be taken in account that skilled employees need to be encouraged and motivated in order to perform effectively. In this respect, exploring some human resource management practices such as performance appraisal, reward and compensation system affect not only employees' behavior and satisfaction also improve their performance. (Aladwan et al., 2015)

Different research verified that the tourism and hospitality industry needs professional human resource management to retain their staff. Therefore, relevant human resource management strategy in the hotel industry needed to get more attention. In order to be successful, the hospital managers need to acknowledge the value of their staff as a competitive resource and make their effort to effectively improve staff's competences according to their organizations' target. To this point, human resource strategies contribute not only to job satisfaction and positive employees' behavior, but also to industry reputation. (Tag-Eldeen & El-Said, 2011)

Ubeda-Garcia et al, (2013) in their studies explained that human resource management practices should be interrelated in order to enhance value of human resources to develop organization's efficiency. Thus, the investment in training issues needs to be coherent and homogenous with other practices and organizational target. This consistency and harmony will develop the employees' competences and create a competitive advantage. Further, this result is not easy to imitate by organization's competitor.

2.4 Summary of Applied Model

Considering all the theories and explanation of different researcher, it is clear that how much employee's behavior is important and critical in service market. In another word, employees' attitude and behavior have a fundamental and substantial effect on service market success. Thereby, to develop employee's behavior, specific strategies as human resource strategy are of vital attention. (Looy et al, 2003, p.190)

Research findings indicated that employees' performance boosts sales, profit, engagement, and corporate values. This outcome is associated with accomplishment of human resource management because it boosts employee performance criteria and motivate employee to make sure higher performance contribution in firm success. Indeed, several researchers such as Huselid (as cited on Buller & McEvoy, 2012) underlined that human resource management strategies enhances employee performance by extended training, rewards and compensation, appraisals, and right job placement of employees. As stated by Jiang et al (2012), it is necessary to define a human resource system in related with specific performance criteria according to organization goals. The current paper aims to underline the relevant human resource management practices through human and social capital within hotel industry. Moreover this study research intends to find out how these practices could be applicable and practicable to have competent, skilled, cooperative behavioral employee in hotel organization. This research can be used to measure employee performance and their contribution in firm success highlighted in Jiang et al (2012, Figure 2-3) as a focal framework with respect to KSAs framework (Buller & McEvoy, 2012). Building on AMO framework with relevant components of human resource system, this framework determines the synergic relationship between elements of employees' performance. To this point, three human resource policies included knowledge, skills and abilities (KSAs), motivation and effort, and opportunities examine employees' performance. In this framework for each of three policies different and appropriate practices are attributed. Recruitment, selection, and training

practices are referred to KSAs policy. Furthermore, performance management, compensation, and incentive practices are ascribed to motivation and effort policy domain and finally, involvement and job design practices are assigned to opportunities policy domain.

Figure 2-3: Measurement model of Human resource system
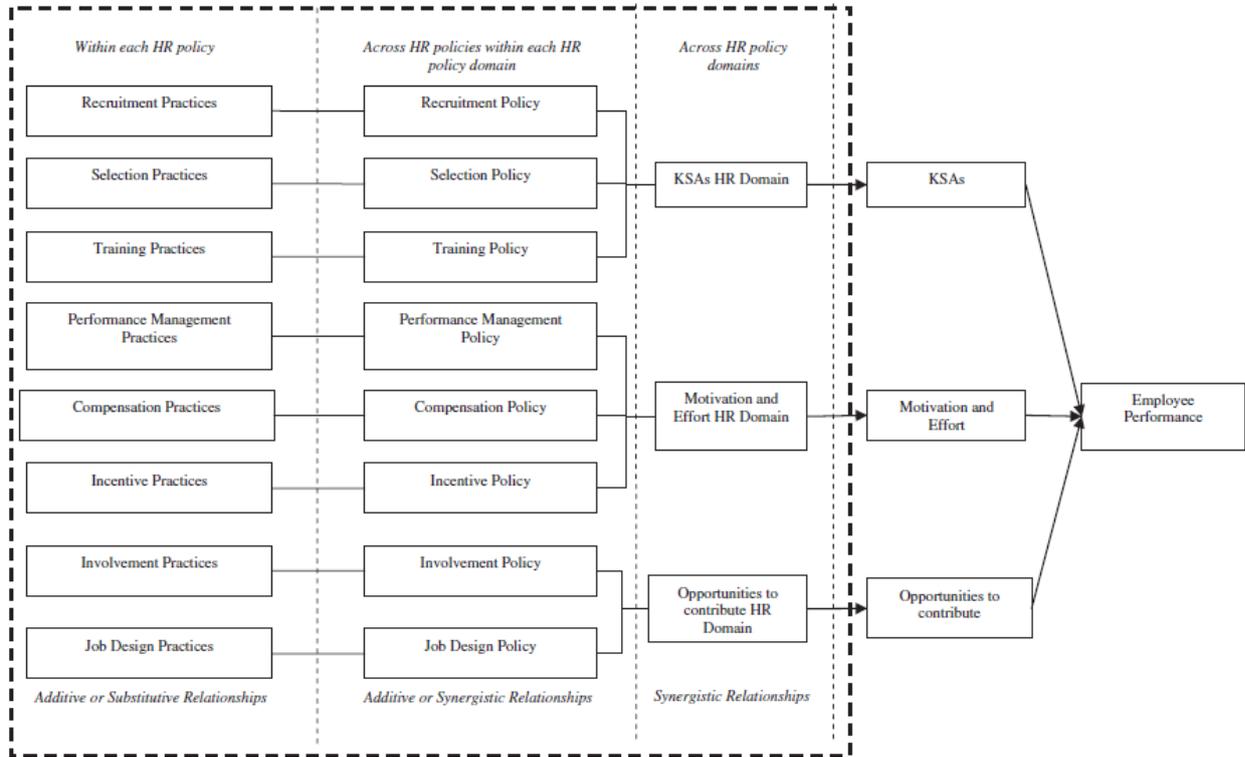
Source: Jiang et al (2012)

The research framework of current study associated with HR strategies and its impact on employee attitudes and organizational performance. The HR strategies include recruitment and selection, training and development, performance management, compensation and incentive practice, and in job design. Such strategies maximize employee motivation, knowledge, skills, and abilities (KSAs), and unleash opportunities to contribute. Hence, HR strategies have direct relationship with employee performance, because employees become satisfied with their job if HR continues to direct their employees.

Chapter Three

3   Methodological Framework

The methodological framework provides research direction to achieve research aim. Initially, research design is presented. Then, research strategy and the choice of data collection are described. Thereafter, the process of data collection and the methods of data analysis are explained. Afterward, the trustworthiness of the process of collected data is estimated. At the end of this chapter limitation of this research is explained.

3.1   Research design

The research design demonstrates most appropriate philosophy of research. The current research study employs qualitative data analysis. According to Eriksson and Kovalainen (2011, p.4-5) qualitative research approach refers to understand reality and is concerned with interpretation collected data through cultural meaning and social structured. Saunders, Lewis and Thornhill (2009, p.151) stated that qualitative approach as a data collection technique produces non-numerical data. This approach has been used as a major research approach in social science, business and management research (Saunders et al., 2009; Eriksson & Kovalainen, 2011). According to Ahmad et al., (2010) qualitative research is valuable to get more detailed information and comprehensive describing of a dynamic and existence phenomena in the world. The secondary research has considered to make sure research results evidently.

3.2   Research Strategy

To achieve thesis aims, the multiple case study strategy is selected. This strategy supports the author to fulfill research purpose and research question. The advantage of case study is the abundant of information which is suitable for this research study. Since the human resource management practices are in exploratory level, this strategy helps the author to respond the research question. Furthermore, the case study is more appropriate for the complex phenomena due to richness of information which is complicated and tangled in survey. (Blome & Schoenherr, 2011)

In addition, case study is a suitable strategy for this research which assists the author to investigate empirical data of current phenomenon within its context (Robson, 2002, as cited

on Saunders et al., 2009, p.145). Moreover the case study strategy has ability to examine different point of business context which are often practical, in particular in managerial perspective (Eriksson & Kovalainen, 2011, p.116). The reasons to choose the multi case study is first the cases are varied in terms of level, quality and product. Moreover, the research involvement and complication would be increased due to more cases and variation and diversity of information (Ferrie E.A. van Echtelt & Finn Wynstra, Arjan J& van Weele, & Geert Duysters 2008).

Furthermore, according to Saunders et al. (2009, p.147) using this strategy with multiple cases is rational. According to Ruth A Anderson, Mark P Toles, Kristen Corazzini, Reuben R McDaniel, and Cathleen Colon-Emeric (2014) multiple case studies give an opportunity to find out relationship between human resource management strategy and employee performance which can be measured by employee skills and competencies. This will assist the author to explore the positive patterns which could be more essential subject in hospitality industry as a service market.

Multiple cases enable author to evaluate the findings between cases. In addition, this rationality increases the research generalization. Afterward, a well-structured case study strategy is valuable to examine the current theories.

3.3 Data Collection

In qualitative approach, structured interview is a preferable method to collect the empirical data adopted within cross-sectional design (Saunders et al., 2009, p.153). In this regards, interview as a practical method in this research provide remarkable information to fulfill the research purpose.

3.3.1 Type of Data

The structured interview provides primary qualitative data for this research. Using qualitative approach assists author to collect a valuable and detailed empirical data. Accordingly, with collected compatible information and knowledge from secondary data consistence with the research field shed a light on research aims. (Saunders et al., 2009, p.324; Eriksson & Kovalainen, 2011, p.116)

3.3.2   Method of Data Collection

Structured interview considers as a tool to collect useful information about facts. In this regard, open-ended questions have asked to research respondents to get comprehensive primary data. Moreover, this kind of interview enables the researcher to make spontaneously questions in relation to interview question and discussion if need to cover. Furthermore structure interview provide an opportunity for researcher to examine the answers, omit unnecessary questions or formulate a new question during the interview. (Saunders et al., 2009, p.320, 322)

In addition, proper interview questions such as

What are the criteria to recruit personnel?

How can company effectively plan the work and set expectations?

What are different techniques as job design the manager use to increase productivity level in the company?

These provide vital material which through careful analysis, assist the researcher to accomplish the research target and fulfill the research purpose. (Eriksson & Kovalainen, 2011, p.79)

3.3.3   Process of Data Collection

Face-to-face interviews have been conducted. To begin with, the interviewees were contacted by e-mail and got informed about research purpose. Afterward they were asked for an interview. Then, the questionnaire was sent to interviewees in advance. After that, they were asked for a date which would be more suitable to have an interview. Moreover, the length of required time for an interview was mentioned to make easier for interviewees to take decision a date. Each interview lasted between 45 till 60 minutes. Since, the interviewees were in managerial level and busy, the interviewer tried to compact the time of interview as much as possible to make it favorable and suitable for interviewees.

The interviews were conducted semi-structured with open-ended questions. This kind of interviews provides an opportunity for interviewer to re-examine the answers by asking interviewees for more explanation. Furthermore, semi-structured interview gives opportunity to interviewees to express and build up their experiences. (Saunders et al., 2009, p.324)

The most important information collected from interviews is summarized in the next Chapter.

3.3.4   Source of Samples

Basically, the study comprised of both primary and secondary research. For primary research, structured interviews conducted to reach outcomes. To get study insights, three hotels have been selected to get their reviews and perception of human resource efficacy and its impact on employee commitment. All research participants are working at the management level in these three hotels. The three hotels selected within Gothenburg because these organizations have HR department who recruit and train their employees. In addition, these three organizations have functional organizational structure which helps to reach employees (management level) and ask them (point of view) about human resource strategies. In this way, it is easy to collect employee perception and investigate employee attitude and behaviors. Lastly, the criteria of selecting these three organizations were met availability of employees, permission to conduct interviews, and feasibility to access. These reason made favorability to select these three organizations.

The research participants of current study are human resource department, front-end employees, and operational employees. The three hotels in Gothenburg are well-reputed. Such hotels have a high rate of employees, profit and customers which it seems that these organizations explore successful business and human resource strategies. On this matter, these sources enable author to attain enough information and data in order to cover thesis purpose.

3.3.5   Questions

Remarkable studies have been revised to develop suitable tools to measure and lay out the human resource management strategy concept. Among various stated dimensions, the comprehensive dimensions are described as; staff selection, training programs and development, strategic rewards, motivation and incentive system, internal communication, empowerment and organizational structure. (Ahmad & Rafiq, 2003; Tsai & Tang ,2008; as cited on Tag-Eldeen & El-Said, 2011)

However, according to Cho et al (2006) employees' satisfaction is an intangible factor and instrument to assess human resource management outcomes.

A standardized questionnaire has been developed with open-ended questions to examine human resource strategies in hospitality industry. The questionnaire is specifically related to

employee attitudes, behavior, commitment, and motivation within hotel operational management perspective.

Table 3-1: Relationship status of HRM strategies with employees' skills and competences

Impact of human resource management strategies on employees' skill and competence in the hotel segment of Gothenburg		
Author	Research article and purpose	Relationship status
Huselid's study (1995)	Compensation and rewards increase employee motivation to remain committed with the organization	Yes
Money and Foreman (1996)	Training and development reduces employee turnover and make them satisfied towards job responsibilities	Yes
Lings and Greenley (2005)	Proactive approach to manage employees enhances their perception of commitment	Yes
Huang and Rundle-Thiele (2013)	Reform remuneration system, leadership development, and efficient appraisal system maximizes employee productivity	Yes
Hoque (1999)	Unbiased relationship of human resource department with staff increases employee skills and competence	Yes
Overall status		Accepted

In order to have more efficient and accurate questions, various research questions have been reviewed from peer-review journal articles to get useful questionnaire.

Although some of the researches are not apparently about the human resource strategy practices regarding employees' attitude and behavior, reviewing them help author to have comprehensive understanding and information about service employees in order to construct the rational questions (Table 3-1).

The deductive approach employs to examine the problem under investigation based on existing theories. For this reason, hypothesized relationship built on existing research and proved from qualitative data analysis.

The questionnaire is built on the basis of research model. The questionnaire follows research model which comprises of Recruitment, Selection, Training, Motivation and Effort, and Opportunity to contribute in the firm success. The questionnaire typically follows model to enhance a role of human resource management strategies.

3.4   Data Analysis

Qualitative data has been collected in current study through the use of conceptualization and thematic analysis (Ritchie and Spencer, 2002 p: 305-329; Ghauri and Gronhaug, 2005, p: 212-215; 2010, p: 205-208). Moreover, the analysis is based on meaning expressed to understand and gain insights of collected data (Ghauri and Gronhaug, 2005, p: 202,204; 2010, p: 196-198). In the next section the methods of analysis are presented. All the methods have used to identify the different human resource strategies in hotel industry to promote employees' behavior and organization's performance in the business.

3.4.1   Method of Data Analysis

The methods of analysis are thematic analysis to examine, pinpoint and emphasize theme within data. Basically, the current study associated with deductive approach to investigate issue under subject by secondary research. However, the study determines employee attitude, competence and behavior by intervening open-ended questions. In this regard, thematic analysis considered to focus on human experience subjectively. Such method assisted the author to classify empirical data according to applied framework in this research paper. This method of data analysis aided the author to categorize different human resource strategies in order to achieve the research purpose. Moreover, using this analysis method assisted author

to identify the essential themes and relationships of patterns that rise through the process of collection and analysis of data. Furthermore, this model supported researcher to integrate appropriate and related data from written notes. Lastly, it assisted the researcher to verify and describe the conclusion (Saunders et al., 2009, p.490-493)

3.4.2   Processes of Data Analysis

The interactive model that was recognized by Miles and Huberman (1994, as cited on Ghauri and Gronhaug, 2005, p: 206-207; 2010, p: 199) has been used by the author to analyze the collected empirical data through different interviews. This model, interactive model, is a systematic approach which through various techniques and an appropriate set of procedures analyzes qualitative data (Saunders et al., 2009, p.503-505). This model (Figure 3-2) encompasses three components to analyze mass of collected qualitative data by the researcher.

Figure 3-1 - Components of data analysis: interactive model
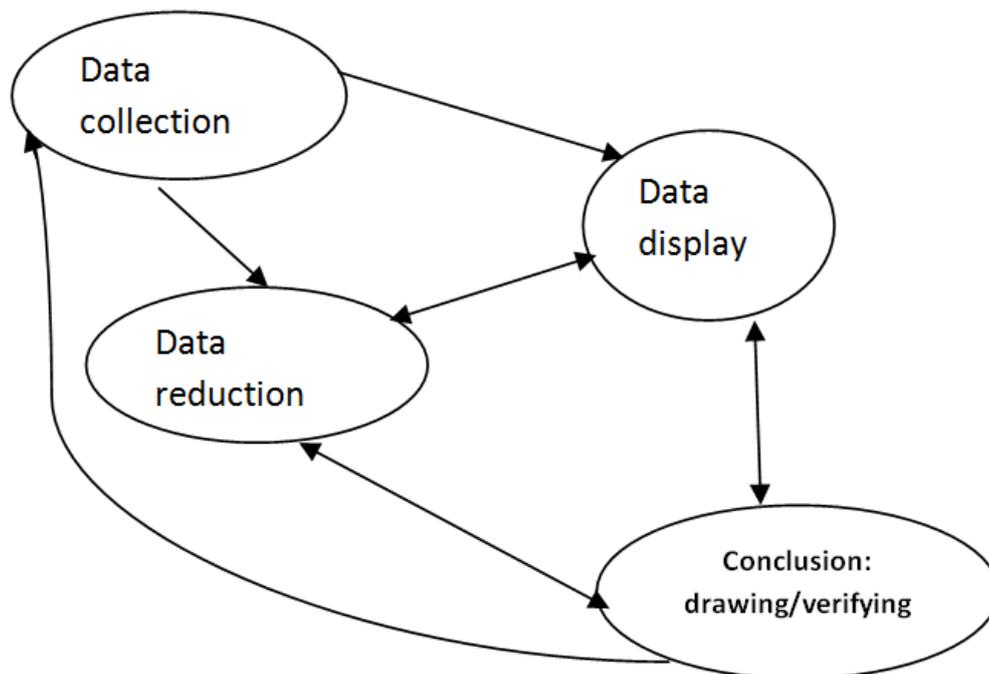
Source: Miles and Huberman (1994)

The first step, *Data Reduction*, is to select, simplify and transforming the collected data. It is important to manage the large amount of gathered data to make them simple and meaningful. The data categorizes in form of themes with existing theories. The data classified into theoretical model and unleashes results of interviews who are working in the hotels. At the second step, *Data Display,* the organized data is shown. According to Miles and Huberman

(1994, as cited on Ghauri and Gronhaug, 2005, p: 206-207; 2010, p: 199) the analysis of data using matrices as a visual form assists the author to select the essential part of data. In other words, analyzing data by using matrices helps to recognize the relationship among the data and present the reduced data. Therefore reduced and compacted data assist the author to reach and *Draw conclusions*. Using various analytical activities such as categorization and comparison the data help author to cover greater detail of collected data (Ghauri and Gronhaug, 2005, p: 207; 2010, p: 200).

3.5   Trustworthiness

3.5.1   Validity

In order to increase the validity of this research paper, the empirical data are collected from the persons who have worked in managerial level of the hotels with a long time working in this field. Moreover the interviewees were asked to review the data transcript and modify the content to prevent any misinterpretation. Further, author sought to interpret and evaluate the collected data truthful, meaningful, significant and accurate without any bias to have a valid research. (Quinlan, 2011, p: 298, 307)

To conclude, using the pre-review articles and several course books assisted author to link the previous research studies to the using theories.

3.5.2   Reliability

To increase the reliability of this research study author attempted to collect data in a coherent and logical way. In this regard, authors designed simplified and meaningful questions and items to make it easy for interviewees to respond. The questions were structured through scrutinizing and auditing the numbers of researchers' studies. All the interviews were recorded by precise measurements in order to review consistently. This way assisted author to have an accurate report and hardcopy of collected data. To conclude, in order to have a reliable research, author made an effort to avoid any kind of bias which could treat the result of this research. (Saunders et al., 2009, p: 156,157; Quinlan, 2011, p: 307)

3.5.3   Limitation

Although the research fulfills the research question and purposes but there are different inevitable limitation in this research. First, according to Taylor and Finley (2009) the general agreement about the numbers of cases should be at least between two and four and as

maximum between ten and fifteen. In this research just three cases (three hotels) have been selected within Gothenburg City.

Second, all the interviews were in English language which could be resulted different barriers in communication since the interviewees and interviewer were not the native English speaker. Therefore it could be led some misunderstanding or misinterpretation.

Third, the result could be more accurate if this research has been done from the employees' perspective as well.

Forth, to contact with the different levels of hotel managers and conduct an interview appointment needed an extent effort.

Chapter Four

4 Empirical Data

This chapter comprises essential and most important information collected from three different levels of hotels. All the information collected through interviews with people who are involved in hotel industry business in the management level. Each interview has been summarized to present the most important information relevant to human resource strategies.

4.1 Interview Presentation

4.1.1 First Hotel (X)

This hotel located at Gothenburg city that provides wide range of hospitality services. Hotel X recognized as a brand in hospitality industry. Some of these brands are located in major cities in all over Sweden. Basically, five persons were selected to conduct primary research in this hotel. The research participants include human resource manager, hotel manager assistant, hotel manager, lodging manager, and food service manager.

Human resource manager: Human resource manager believes that the employees are extremely important for the company to run business operations and handle customer queries. It can be said that employees are core asset of an organization. Hotel X has three important words which are its slogan; courage, engagement and energy. They do not look first for experiences. The attitude is much more important. They have specific criteria to recruit personnel. Those of people, who have passion, experiences, knowing this business, particularly hotels are priority to employ. The staff members are recruited based on their knowledge, experience, skills, and professionalism. The HR manager uses online recruitment system by placing jobs on recruitment websites. Secondly, HR manager conduct training and development sessions for employees to retain them for longer-run.

Hotel manager assistant: The hotel manager assistant satisfied with their job and HR strategies. The HR strategies make them motivated to serve customers in an effective manner. He stated that HR policies and practices keep him satisfied and avoid conflicting relationships. The hotel manager assistant follows code of conduct and policy guidelines to meet hotel objectives. Performance management and compensation system is unbiased and

HR department make sure higher performance of their employees in terms of competence and skill level.

Hotel manager: The Hotel manager knows all staff member roles and responsibilities to keep maximize firm objectives. Hotel manager explained that Hotel X have policies and structure to make the new staff familiar with hotel performances, their job and getting all the necessary information. They have hierarchy level and a check list about their policies. The new employees will get two different books; one from Hotel X and one from HR department to get all information which they need to know. It explained about the brand, customers, responsibilities and work. There is a training system, an introduction week to transfer all the information. Additionally a proper and informed staff will be with new employees to show them around the hotel and give them others information. Hotel manager added that there is no consistence training program.

Employees can take every decision with all the autonomy. They do not need to ask the managers all the time. They must know everything since they have kind of freedom to take decision otherwise they are not able to offer the best service. Hotel manager mentioned that, Hotel manager trusts their employees and they can solve the problems. They work as a team and there is a mutual commitment between them. If there will be no trust they could not work in front desk. They have to love each other, trust each other and be happy of working together. At the end Hotel manager said that their employees are everything for Hotel manager. Hotel manager knows everything about them and it is important for Hotel manager to have satisfied employees.

Lodging manager: Lodging manager ensure that every guest must have pleasant experience at hotel and other types of establishment with accommodations. The Lodging manager also satisfied with HR strategies specifically compensation and reward system. In this regard, the hotel uses compensation system to maximize employee utility in an adequate manner. The HR strategies enhance manager roles and responsibilities by job enrichment as well as monetary and non-monetary rewards as well.

In the hotel there is a department meeting each month. Every Wednesday there is a meeting in each part to know what happened that week. The whole hotel has 4 time reunion a year and distributes the report of the hotel performance and hold on two workshops. Lodging manager confirmed that there is a very good communication between different parts and employees. The employees will update with new information. The managers specifically in front desk is

working with the staffs as lodging manager said. It is important for mangers to know that what their staffs want and how they feel. Lodging manager mentioned that there is different motivation program for the employees. A loyalty card is one of the motivation programs to get points and benefits for employees as money value. The best employees as an individual or team will selected every year. The successful team will get money rewards and will get off at weekend. The bonus system is another program which employees can stay two nights in another branch of this hotel as a reward. If an employee is interested there is job rotation to promote the job level. Lodging manager stated that we can recommend the good employee for other branches if there will be any vacancy. Lodging manager said that if you work in Hotel X you always have a job.

Food service manager: The food service manager directly involves with customers and other staff members. The food service managers understand how HR evaluates performance and give rewards. According to food service manager, the HR performance appraisal system helps to motivate at workplace and give desired level of results.

They have different program to evaluate their job and staffs. They have quest back from their customers. The customers could evaluate the hotel and grade the staff. If they admire the staff, they will get some points. If the customers complain the staff behavior, there would be a meeting with that employee to find the problem. Food service manager also explained that there is an internal grade which is depending on how you work as a colleague and as a team and group. There is always a good communication between the staff as she stated.

4.1.2   Second Hotel (Y)

The second targeted hotel was Hotel Y, one of the internal four-star hotels in Gothenburg with different brand in two branches. This hotel offers number of services to their customers and does their best with employees for retention purpose. Basically, five research participants' also considered for primary research in this hotel. The research participants include human resource manager, General Manager, hotel manager, lodging manager, and food service manager.

Human resource manager: The human resource manager at this hotel executes recruitment and selection strategy, compensation system, appraisal strategy, training and orientation of employees, and develops employee careers for their sustainability within organization.

Human resource manager recruits employees according to need of organization and growth potential. In order to recruit someone, HR manager explained that they employ the right people from the beginning and first they have a personal meeting with that person to get impression of his or her behavior. Mostly they have a test to evaluate his/her Swedish language skills and knowledge. If that person gets on board, there would be an introduction skim after interview. New staff will not be alone at the first. They get familiar with the organization and work with an experienced staff for two weeks side by side. The introductory time is a month.

Human Resource manager stated that they do not have any specific training courses for new staff. There are yearly general courses such as CPR, sails training, safety training and the head of the each department has every second year an employment training course. All the courses are internal programme and just for updating staff. Human Resource manager said that they have appraisal interview with staff once a year. They evaluate the staff working of each department. If they need development, training or upgrading with new technology and computer programme, there would be service training for those staff and department.

General Manager: The interview was done with a General Manager of the one of the internal four-star hotels in Gothenburg with different brand in two branches. General Manager studied tourism management and even worked as GM in one of the branches of the chained and international hotels in London. General Manager has been working in this specific hotel branches for almost 10 years.

General Manager is working in this field needs to feel strong and to be passionate about the work. General Manager indicated that they are lucky as they have little staff turnover. Hotels have 90 staff permanently with 70 to 80 people as extra during summer time.

General Manager stated that they have specific criteria to recruit personnel. Speaking and writing Swedish is one of the most important criteria for them. Majority of their customers and guests are from Scandinavian countries, that is why the Swedish language is important. General Manager would prefer if someone have sort of education in different levels targeted to hospitality industry. General Manager would like person who really wants and is passionate to work in this field, service industry. General Manager stated that General Manager is not impressed in high grade of the people education rather in people with social skills. The GM indicated that they have regular meeting with staff. Different meeting are included of weekly meeting with each department, monthly meeting with all head department

and monthly meeting with all the staff in each department. A large staff meeting with all the hotel staff, managers and all the departments is hold four times a year. Each Monday the operation managers have a meeting with responsible person in different departments such as kitchen, housekeeping and reception to transfer all the necessary information about the week of ahead.

According to GM, they have an internal and anonymous survey once a year. The target of this survey is to investigate the rate of employees' satisfaction of their salary, responsibilities and job environment. The mental and sexual harassment is also investigated in this survey.

GM mentioned that in order to increase the performance you should motivate your staff. Communication is the key factor to give the employees motivation. GM added that they have different source to measure their service performance. First source is the given grade and review from customer through two well-known website, booking.com and hotel.com. GM stated that 50% of their booking is through these two website. The second way is the customer survey which is done online by contacting them. According to GM, they have focus on their customer as well as their staff. With all these information they try to extract which part of their services needs more improvement then they discuss the issue during different meeting with advice board to make a strategy and get it

GM said that in case of any complaint of staff, first they talk to that person and ask to explain what is happened since they know their staff very well and trust them. Most of the time it is due to misunderstanding and week communication which GM will back to unsatisfied customers and try to get their satisfaction. If any of the staff will be admired it will be told to other staff and will be mentioned in their newspaper, but there is no special recognition.

The GM stated that they have a bonus which is 0.5% from the share of turnover for permanent employees who works 50% of time working and at least 6 months. This bonus is pay quarterly and yearly. If there is no turnover grows there will not be a bonus. Person who sell the last room get 100 SEK, but there is no non-monetary reward. GM added that they offer the reception, housekeeping and kitchen staff visiting another hotel and eat breakfast at least four times a year.

Hotel manager: Hotel manager understands overall operations of hotel and acknowledge every employee needs at workplace. They provide opportunities to staff members to show their skills and use resources to get higher level of productivity. It is really valuable if you

understand the business and know how to keep hotel's customer happy and pleased. Service and sale is hand on hand. Hotel manager continued that Hotel manager can train staff in sails but not social skills. Hotel manager also mentioned that there should not be a hierarchy in hotel service since everybody is depending on each other. In service industry all the staff and each part of it are equally important.

Hotel manager indicated that there is no internal promotion. The only promotion could be in managerial position since fortunately nobody leaves his work. At the same time they have sort of rotation and enrichment in reception area which helps its staff to get better understanding of all part of reception.

Lodging manager: The lodging manager has 100% autonomy and control over their work. They have right to make a decision. If they do not know what should do, the customers will lose their trust to us. According to lodging manager, it could happen that they make a wrong decision, but there will be no punishment. They discuss later the problem and try to find the best solution. The staff will learn by doing and even doing wrong. The most important thing is their communication. Lodging manager stated that it is really important that your staff do not afraid of you and feel comfortable to discuss with you about their problem. If they are not comfortable in job place they are not able to show their skills and strength.

Lodging manager said that communication is the key issue of satisfaction and reduce the dissatisfaction. Lodging manager confirmed that lodging manager try to listen to lodging staff. There is a mutual trust and communication between lodging manager and all the staff. Lodging manager stated that you need to be so straight and give your staff confidence to show their abilities as much as they can. I have to manage them in a way which they feel happy of working here and with me. That is a key for business to be more successful.

Food service manager: Food service manager believes that check list should match roles and responsibilities assigned in hotel. Food service manager proceeded that they do not have written documents but they have their strategy, rules and policy. They care about the way of staff behavior with each other and customers, food serving to customer, using uniform and communicate and transfer the information. Having lots of document does not mean that all the responsibilities have done perfectly and properly. However they have a job description. After the introductory time (a month), the new employees will be asked if he is satisfied with his responsibilities and what is his feeling about the job environment and communication with other staff and managers.

Food service manager also described that they have an internal newspaper with all the information about the hotel, staffs and business which will be published once a month. All head of the departments contribute with information. It will be sent to all the staff by email and also its hardcopy is available in staff room.

4.1.3 Third Hotel (Z)

Third hotel is a small and standard hotel in the centre of the Gothenburg city. Same as above, five research participants considered for primary research. The research participants include human resource manager, Quality assurance manager, hotel manager, lodging manager, and food service manager.

Human resource manager: The human resource manager follows specifies procedure of employee recruitment and selection. Furthermore, they have human resource information system to manage employee salaries, time shifting, and allocate resources promptly. The human resource manager typically does hire, train, and oversee employee in the hotel. Human resource managers assign responsibilities and manage employee tasks towards restaurant operations. Regarding to plan the work and set expectation food service manager has lots of expectation of human resource manager staff but there is no check list. Human resource manager described that HR has applicable to have criteria with check list with different task.

Quality assurance manager: Quality assurance manager has a specific way of thinking. Making quality and decent properties and services are much so important for Quality assurance manager. In order to recruit a new person Quality assurance manager has his own policy. The new person should be familiar with Swedish language, habits and tastes and experienced about the responsibility in hotel service. Having references is not so important. Quality assurance manager judge himself the new person through his acting, behavior, knowledge and skills.

The rules, business performance and job description will be explained by Quality assurance manager to the new person. The new staff will be welcomed by other staff and they show him the entire of the hotel to get familiar with everything. There is no education training. Quality assurance manager always, 7 day a week, works there and is available to talk to the staff, teach them and collaborate with them and also explain his expectation to the new staff. Quality assurance manager try to recruit fully experience, skillful and knowledgeable person. They need a person who knows the job responsibility and take care of their family business.

The new person will be employed as pilot for 6 month and after that time Quality assurance manager evaluates the new person performance. If both feel happy and be satisfied of working together the employment will be continued. According to Quality assurance manager, the most important thing is that the staffs feel comfortable, relax and care about each other.

Hotel manager: There is almost no monetary reward. When staffs do anything special we reward them with non-monetary rewards. Hotel manager added that since they have a good relationship, Hotel manager know them very well and is aware of their needs, habits and hobbies. Sometimes Hotel manager offer them a golf ticket or prepare the goods which they need. If the hotel turn over will be high, all the staff have a short and fancy trip to other countries which is in related to their responsibilities and learn and get more skills.

Lodging manager: Lodging manager said that they evaluate the total hotel performance by getting customer feedback. This will do through Internet and webpage of the hotel. They also get customer feedback directly when they want to check out. Moreover they do an annually survey which the questionnaire will send out to the customers. This survey asks customer opinion about the hotel amenity, staff behavior, their satisfaction and evaluating rate for whole hotel.

Food service manager: The food service manager handles from handling customer dealing to serving food to guests. Furthermore, there is an annual report about hotel performance which will be shared between all the staff. Food service manager explained that it is important to share all the information with all the staff. They should know what happen in the hotel. It helps to find out the problems and try to solve it toward business improvement. Moreover it will increase the trust between us.

If a customer is not satisfied of one of the staff due to doing wrong or incorrect duty, that person should apology of the customer. After that food service manager talk to that person in private and discuss the problem in order to find the reason and solution for that. Food Service Manager said that, most of the time the dissatisfaction is because of customer wrong expectation, misunderstanding or culture difference between customer and staff. In order to please the customer food service manager is the person who will apology in behalf of his staff. If one of the staff is admired, it will be told to everybody to motivate that person and others to do their best.

As this is a small company and business there is no rotation or enrichment. If someone wants to improve and experience the challengeable situation food service manager will definitely recommend him to other hotels.

Chapter five

5   Analysis Process

This chapter encompasses the analysis of the empirical data collected through interviews. The empirical data are analyzed as well as linked to theoretical framework. The theoretical framework associated with recruitment, selection & training, motivation & effort, and opportunity to contribute.

5.1   Data Analysis

The current research study is based on deductive research model because hypothesis developed and approved through secondary research. A theoretical framework was developed in Chapter 2 to reach desired outcomes. Basically, the study concerned to test a theory by applying theoretical models.

The analysis data model as described in sub-chapter 3.4.2 is regulated through interactive model (figure 3-2). This model has three components. The massive of collected data is simplified to get the most important information through *Data Reduction* as a first stage. Then in second stage, *Data Display*, the categorized data will be shown through table and matrix. This will help the author to explain the relation between the organized data and applied theories and framework used in this research paper. In the last stage, *Draw Conclusion*, the compacted and categorized data aides author to reach to the conclusion and fulfill the research objectives. Analyzing the data through the applied model helps to reach human resource management strategies.

Categorized data and the result of the data analysis will be presented in next sections.

5.2   Characteristics of sampled hotels

In this section the characteristics of sampled hotel are summarized. This summary encompasses the level of hotel, structure of the business and the title of the person who interviewed. Moreover the period which the interviewed people have been involved in this business is mentioned. These characteristics are shown in table 5-1.

Table 5-1: Characteristics of sampled hotels

Code name for interviewed hotel	Structure of business	Person who was interviewed	Time involving in this field	Level of the Hotel
Hotel X	Hierarchy	Human resource manager, hotel manager assistant, hotel manager, lodging manager, and food service manager	Not mentioned	International and chained hotel
Hotel Y	Flat	Human resource manager, hotel manager assistant, hotel manager, lodging manager, and food service manager	From 1997	National hotel with branches
Hotel Z	Small business	Human resource manager, hotel manager assistant, hotel manager, lodging manager, and food service manager	From 1990	Small and standard

5.3   Categorized empirical data and analysis

In this section categorized collected data from selected samples are presented in three different tables. Each table is presented utilized human resource strategies, policies and practices in each hotel related to the applied theories and framework.

Table 5-2: Categorized collected data from Hotel X

Human resource strategies, policies and practices used in Hotel X according to the applied theory and framework		
Human resource policies	Human resource practices	Collected data
Knowledge, skills and abilities(KSAs)	Recruitment, selection and training	Specific criteria to recruit personnel, having reference is crucial, having experience, passion, attitude and impression of the first meeting is important. Introduction training system, no continual training program, and different books included all the information about the job.
Motivation and effort	Performance management, compensation and incentive	Existing hierarchy level and check list to control the responsibilities. Different program to evaluate employees performance, internal grade for staff depending on their collaboration and team working, good communication between staffs and managers, regular monthly meeting and yearly reunion, distributing the hotel performance and updating the information, different motivation program such as loyalty card, money rewards, bonus and recognition the best staff.
Opportunities and employees' performance	Involvement and job design	Recommended the good employee to get promotion and rotation, employees have autonomy, control over the work, self-confidence and are able to take decision. There is no enrichment since nobody wants to have more responsibility. There are mutual commitment and trust between staff and managers.

According to Miles, Huberman and Saldana (2014, p: 107-119), analysis the qualitative data consisted basically of categorizing, discovering, explaining and exploring massive of collected data. The researcher needs to provide a typical and classifiable kind of information which can facilitate the understanding of qualitative research. In this regard, author tried to classify the most important and relevant parts of the collected data using different matrix and tables to make this research paper easy understandable.

As it is seen in the table (5-2), the Hotel X has much more attention to all the human resource policies. According to aforementioned theories and based on collected data there is a synergic relationship between all the components of human resource policies and practices which impact on employee performance. Hotel X is one of the branches of the international and chained hotel in the world with hierarchy organization have a specific routine (check list) to define a human resource strategies associated with organization goals. Although Hotel X have their own specific criteria in recruiting a new staff, having references and Swedish knowledge, in overall its strategies is linked to the applied framework in this research paper.

Considering table (5-3) and comparing the second Hotel Y with Hotel X is shown that when the organization is so expand and broad the needs of having human resource strategies are unavoidable. Although Hotel Y is neither an expand brand nor hierarchy organization, follows the human resource policies but in some degree less than the Hotel X. Organization with different hierarchy levels of managers and branches like Hotel X tends to have more written policies and documents to follow. While there is no hierarchy level in Hotel Y and no written documents, Hotel Y seeks to have its own structure and policies as a non-written document.

 Accordant with described theories and literature review in this paper, the human resource policies will be certified and validated just by implementing the consistence practices and executing strategies. Both of hotels have attempted to employ people with social skills, experiences and passion. These hotels are aware of the effect of enthusiasm, behavior, attitude and satisfied employees of service business on the organizations' goals. Moreover, both of these hotels Hotel X and Hotel Y have tried to offer different consistent training courses to update and augment other staffs' competences.

Regarding to second human resource policies described as a framework in this paper, Hotel X and Hotel Y both emphasize severely and seriously on regular meeting and transferring the information. From categorized data table (5-2) and (5-3) assume that both hotels Hotel X and Hotel Y pay attention to update and transform all kind of the information and data between all the staffs and managers. They believe that the most important and vital key to get success is communication. Hotel X and Hotel Y indicate that good communication between managerial level and staffs cause a satisfied circumstance and job environment for employees. Comparing the Hotel X and Hotel Y shows that the employees' satisfaction is in the high consideration of these service business markets. Collected data from Hotel X and Y

confirmed that recognition, rewards and compensation are essential factors which motivate the employees to make all their effort to perform the best services and performance. It seems that Hotel X in compared with Hotel Y has more valuable monetary and none monetary rewards and motivation programes to attract and satisfy its employees. However Hotel Y has been successful to have low staff turnover. This means that Hotel Y has attempted to fix stable job condition for its staffs and get their satisfaction.

Comparing the categorized data of Hotel X and Hotel Y stated that in a hierarchy service business there are opportunities to have promotion and rotation while in the flat organization there is almost no chance to have promotion.

Table 5-3: Categorized collected data from Hotel Y

Human resource strategies, policies and practices used in Hotel Y according to the applied theory and framework		
Human resource policies	Human resource practices	Collected data
Knowledge, skills and abilities(KSAs)	Recruitment, selection and training	Almost no staff turnover but specific criteria to recruit personnel, having reference and writing and speaking Swedish is crucial, having education related to tourism, experience and passion. Impression of the first meeting is important. Evaluate the Swedish language knowledge through an exam or test. Introduction skim but not specific training for new staff. General and development training courses for permanent staff and upgrading computer program.
Motivation and effort	Performance management, compensation and incentive	There is no check list or written document but having own rules, policy and strategy and no hierarchy level. Having a job description. Different regular weekly and monthly meeting with each department and all the staff. Internal and monthly newspaper and transfer all the information. Yearly survey to get feedback from employees and estimate their satisfaction. Good communication a key to motivate the staff. Measure and evaluate the hotel performance through customer feedback and survey, not specific monetary recognition, admire the good staff by reporting in the newspaper, bonus and short trip as a reward. Good level of communication as a key of staff satisfaction.
Opportunities and employees' performance	Involvement and job design	No promotion, just rotation and enrichment in reception department, control over the work and autonomy, having right to make a decision, mutual trust and commitment.

Last one, hotel Z is a small hotel and organization. In compared with hotel X and Hotel Y, this hotel has neither specific policies even nor job description (table 5-4). However Hotel Z is a standard and family hotel and has its way and criteria to manage the business. Categorized data of Hotel Z demonstrates that the manager has several responsibilities in the hotel. The manager of Hotel Z attempts to teach, guide and judge staffs by himself. Moreover the data shows that Hotel Z believes that transferring information is essential to have a good communication. Despite, there is no formal and regular meeting, the Manger will assign his time to have meeting with staffs and discuss any issues. Due to being a small and family hotel, Hotel Z could not offer any kind of monetary rewards. In addition, the non-monetary rewards are impacted by the whole turnover of the hotel.

Table 5-4: Categorized collected data from Hotel Z

Human resource strategies, policies and practices used in Hotel Z according to the applied theory and framework		
Human resource policies	Human resource practices	Collected data
Knowledge, skills and abilities(KSAs)	Recruitment, selection and training	No specific criteria, no references, familiar with Swedish language, habit and taste. The new person will be judged by the manager by his knowledge, behavior and skills during first 6 month as a pilot. No introductory course, but education courses for staff.
Motivation and effort	Performance management, compensation and incentive	No job description. Everything will be explained by the manager orally and verbally. Communication and transfer information is important. There is no specific regular meeting just delay conversation with all the staff. There is no monetary reward, just some small gift as non-monetary rewards. In case of high turnover a short trip for all the staff. Annually report of the hotel performance. Feedback from customer through webpage, directly at check out point and annually survey to evaluate the hotel and staff performance. Good communication and transfer information.
Opportunities and employees' performance	Involvement and job design	Control over the work, decision-making authority and self-confidence. There is no job rotation or enrichment; this is a small and flat company.

5.4 Connection and categorized data analysis

The collected empirical data in this research paper demonstrate that all these companies acknowledge the human resource strategies and different policies pertinent to the applied framework and theories in this research paper. Although they have some similarity in human resource polices, they follow different practices and measures to implement the appropriate human resource practices and they have not similar measurement to execute the human resource practices.

In this regards, the Hotel X and Hotel Y described that they have an interview and *recruitment criteria* (test and ethical character) to employ new person. But these two hotels mostly prefer to employ a new person who has references. Also The Hotel X and Hotel Y would prefer to recruit someone who knows Swedish language withal passion, talent and social skills since most of their customers are from Scandinavian countries. In the same way for Z Swedish language knowledge is important but there is no need to have reference. Moreover, there would be no specific criteria such as formal interview, test and social skills to employ new person in Hotel Z. Everything will be evaluated after six months work in Hotel Z by the managers. It seems that the geographical patterns and location of the hotels (Sweden) influence on applied measures to imply human resource practices.

The Hotel X has a systematic way and *orientation program* (check list and job description) to manage all the responsibilities and rules. All the required information will be given to new employees through two different books. Moreover the training course is just the introductory week which the new person needs to get familiar with organization. It appears that Hotel X has their specific practices and measures for their new staffs. Everything should be according to the written documents and rules, formal relation and based on the position and responsibilities which a person is recruited for that. This can be related to be an international hotel which is necessary to follow a similar and equal standard .On the contrary, Hotel Y has no check list or written document, just follows its specific job description and policies. The required information will be transferred through a common relation between the GM and the new staffs during introductory time. There is no systematic policy, therefore, the human resource practices implement just according to the friendly relation. Although they have no training course for the new staff, they try to update the knowledge and information of the permanent employees. This policy is accomplished through offering different, extra and

related course to the employees. By contrast, Hotel Z has no job description, specific policy, and training course and thus all the responsibilities are in keeping with very informal relation and communication.

Regarding to *performance management*, the employees' performance and business would be evaluated by customers' feedback in these three hotels. However this is not the only way for Hotel Y to grade its employees' behavior, attitude and performance. The Hotel Y has an appraisal interview with their staffs to find out the existence problems and develop the level of staffs work. But it is not clear that in what extent this interview could be reliable and according to the facts. It is somehow complicated to understand how the appraisal interview's result is rational. In order to get better understanding and find the comprehensive result, it is necessary to get the employees' perspective towards the human resource practices' implementation in hotel industry.

Besides, related to the second policy of applied framework, *motivation and effort*, the incentive and compensation policy are constructed by different practices in interviewed hotels. Hotel X has tried to manage everything through the structured way. They have a specific system to reward and motivate their staffs. This includes bonus, loyalty card, points and staying in another branch of the hotel as non-monetary rewards. On the other hand, Hotel Y in different way offers the 0.5% from the share of turnover for staffs. In their strategy there is no non-monetary reward and just one night trip for all the permanent staff. On the contrary, there is almost not monetary reward in Hotel Z. Even though the non-monetary rewards is limited to offer golf tickets or preparing goods which the staffs need. According to collected information, it appears that the implementation of human resource policies is not following a determined practice in these hotels. Although the service managers in Hotel Y and Hotel Z have admitted the necessity of motivation and incentive as a human resource policy, they have not a standard measure to implement this practice. In this regard, The First hotel, Hotel X due to its organizational structure and objectives follows described and determined practices in order to carry out the human resource policies.

In respect of the third policy posed by the applied framework, *opportunity to contribute*, a huge difference between these three hotels is observed. The Hotel X with due attention to its structure and formal relation, has opportunity for employees to promote and experience job rotation. This hierarchy organization gives chances to its staffs to perform and show all their knowledge and skills in a way to get promotion. While in Hotel Y and Hotel Z, there is

almost zero opportunity for employees to promote. It might be due to organization's structure, informal relation and the capacity of the company to improve and develop.

Concerning training courses, Hotel X offers just an introductory training course whereas Hotel Y tries to support the permanent staffs with some training courses to upgrade their knowledge and take advantage of new technology. The aim is to improve not only employees' competences and skills also business success and profit. At the same time Hotel Z due to its very informal relation between staff and manager offers training courses to obtain various purposes, rewarding staff, updating staff's knowledge and improving the business.

With respect to communication in the companies, despite of different level of organization, there is mutual communication between staffs and managers. Although Hotel X conforms the written documents and policies to imply formal practices, Hotel Y complies significant and informal practices based on mutual trust. In this between Hotel Z keeps so friendly and close relation. Furthermore, the hotels' manager emphases on employees' autonomy and control over the work. They underline that the employees' autonomy is reflected of high, mutual and usefulness of communication and trust.

The current paper and collected data indicate that although these hotels acknowledge and affirm the human resource strategies, they don't conform a similar pattern and criteria to imply the human resource practices. Related, it appears that there are other issues which affect the practices implementation. As regards, companies' structure, the levels of hierarchy in an organization, written documents as a standard policy and business strategies and concept need to be considered by human resource practices.

To conclude and according to Jiang et al (2012) it is necessary to have viable method and plan to imply all these human resource policies and since the components of the human resource strategy have interconnection and interdependence, the synergic implementation of the components has a significant influence on employees' performance. None of the human resource policies could be efficient if they consider detached. Moreover, Presbitero (2017) in his research stated that the human resource management practices should be involved in across the hotel organization.

5.5   Result

Empirical data indicate that service employees in service business need to pay attention more. From current research study, it has been identified that efficient human resource practices are

the essential key for hotels to succeed while other factors such as customer relationship, services, location, price, cleanliness, and environment contribute success in hotel. Consequently, employees' competences, skills and behavior affect the organization's performance, outcome and success.

The results support that employees need to be valued by their managers. This could not be applied without specific policies and operational management. Therefore, the needs of having human resource strategy, policies and practices are clear. Moreover, utilizing the human resource strategies improve employees' behavior, attitude and performance. Human resource management strategies also make positive impact on company productivity, stability and governance.

According to collected data and the research studies reveals that designing human resource management strategies with valuable development, such as training policy impact on overall performance of organization. These human resource practices influence the employees' skills, knowledge, attitude and behavior and improve varieties of issues regarding organization objectives (Ubeda-Garcia et al., 2013). In addition this study presented that the hotel managers need to recognize the value of human resource practices for their organization. They must consider what practices are as great important and how to deal with and prioritize them within organization. In this regard, Renold et al., (2013) described that hotel managers need to plan and ascribe different human resource management practices properly, effectively and according to the needs of the organization. The major result of these human resource practices is increasing the organization's productivity. It affords motivation and suitable environment in work place for the employees. Moreover, it increases the employees' engagement in the organization and helps them to adopt themselves with changes and organizations' culture.

In addition, the result of this research shows that there is strong relationship of HR with organization productivity, employee motivation and customer satisfaction. It has been identified that implementation of the training courses, reward system and compensation enhances overall firm productivity. From all three hotels, the results indicate that human resource strategies not only increase employee motivation but also maximizes overall firm value. Basically, three factors have been determined to examine impact of human resource management strategies. It shows a connection with research model. In connection with, each of the hotels in this research has its determined training policy according to its current

available resources. Furthermore each hotel provides specific patterns regarding to the organization culture. However, all the hotels intend to increase the productivity, sustain skilled employees and improve employees' competences to explore the competitive advantage.

5.6 Recommendation

Regarding to empirical and collected data and data analysis of this study paper, author highly recommends investigating and researching about the human resource strategies from service employees' perspective. In keeping with this research, different service marketers apply various human resource practices related to their company's structure and strategy. Although reviewing the collected data and analysis shows that the research question is replied, it needs to examine and scrutinize the employees' perception and perspective of the implemented human resource strategies in these organizations.

According to Tsai et al., (2010), the connection and relationship between the employees' attitude, human resource management strategies and organizations' performance are very complicated. In order to have better understanding, more theoretical frameworks and empirical data from different organizations are needed to examine the association between and impact of the human resource strategies, organizations' performance and employees' attitude.

So, the result of this research identifies standardized human resource strategies which can improve employees' competence, and skills. The HR strategies direct employees to take roles and responsibilities and follow centralized direction. It is necessary to evaluate and compare the employees and management's perspective to find out a reasonable and reliable result. Even though, it also might be better to examine the implementation of human resource strategies in hotel industry in other countries.

Chapter six

6   Conclusion

The purpose of this research paper is to investigate and find out how human resource strategies are perceived from the viewpoint of the hotel managers and their impact on employee's skills, and competencies. The HR strategies direct employees to take roles and responsibilities and follow centralized direction. Hence, research purpose beneficial for hospitality industry to nurture HR strategies in their organizations to maximize overall employee productivity. Studying several course books, reviewing various researches and empirical data in this research study prove that applying effectively human resource strategies practices develop the employees' competences and behavior towards the organization performance and as a result improve organization outcomes.

Three human resource policy domains need to improve the employees' skills, abilities attitude, behavior and overall satisfaction. To this point, the human resource policy domains include *KSAs (knowledge, skill and ability), Motivation and Effort, and Opportunities to Contribute.* These policies consist of different practices which are applied as a framework for this research.

Obtaining result from empirical collected data in this research study indicate that the synergic of the human resource practices has a great impact on supporting the valued human resources, developing their competences and performances, retaining them and consequently organization performance.

6.1   Direction for future studies

In this regard, author has some suggestion for further research. First, research which could examine employees' perspective and achieve a comprehensive result. Second, research and study which could cover other sectors of service markets to observe how human resource strategies are applicable. Last, research which could discover different applied human resource strategies in different culture in hospitality sector.

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Appendix

7.1   Interview Questionnaire

Interview Questions

First section: KSAs: Recruitment, Selection, Training

1. What are the criteria to recruit personnel? (Ethical character, talent….)
2. Is there any policy to hire new employees? (Interview, test.…)
3. How do new employees get familiar with organization culture? (Orientation program…)
4. What kinds of facilities are provided for new employees to get knowledge about their assignments and properly perform their responsibilities? (Courses, group work…..)
5. Is there consistent training program for all the staff? In what way and why?

Second section: Motivation and Effort: Performance management, Compensation, Incentive

1. How does the company effectively plan the work and set expectation? (Organizational objectives, process, employees' performance….)
2. Do employees be informed of organization changes and priorities? (Communication process, managerial and regular meeting…..)
3. Does the company do Internal Market research? (Employees' need, suggestion, feedback…..)
4. Do managers interact with employees? Why?
5. How does the company increase the capacity performance? (Training, skills, different assignment…..)
6. Is there monitoring system to review employees' performance? Why?
7. How does employees' performance evaluate? Why? (Performance appraisal, standard, organizational procedure, Individual or group performance……)
8. What compensation strategies have been used to persuade employees to do all their effort for the company? (Formal or informal rewards, promotion, monetary items……)

9. What are the strategies to encourage and motivate employees working in long-term within the company? (Internal promotion, profit share...…)

Third section: Opportunity to contribute: Involvement, Job design

1. What are different techniques as job design the manager use to increase productivity level in the company? (Job enrichment, job rotation…….)
2. How does the company try to reduce job dissatisfaction? (Non-monetary rewards…….)
3. How do the non-monetary rewards such as empowerment and authority improve employees' performances? (Decision-making, self-confidence…….)
4. How does the job autonomy involvement create an opportunity for employees to develop their abilities? (Control over the work…..)

Can you suggest any specific strategies for service marketer managers to improve Internal Marketing and have satisfied employees in order to develop employee-customer relationship?

8   List of Figures

9   List of Tables