



International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournals.com>

© Serials Publications Pvt. Ltd.

Volume 15 • Number 22 • 2017

The Mediating Effect of Employee Competencies on the Relationship Between Human Resource Development Practice and Service Performance Among Front Line Employees in Hotel Industries

Che Rusuli M.S.¹, Mohd Nazri Z.², Mohammad I.³, Fauzan H.⁴, Suhaila A.K.⁵, Azemawati I.⁶ and Hasannuddiin, H.⁷

^{1,5}Malaysian Graduate School of Entrepreneurship and Business, Universiti Malaysia Kelantan, 16100 Pengkalan Chepa Kelantan, Malaysia.

^{2,3,6,7}Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan, 16100 Pengkalan Chepa Kelantan, Malaysia.

⁴Faculty of Hospitality, Tourism and Wellness, Universiti Malaysia Kelantan, 16100 Pengkalan Chepa Kelantan.

Corresponding email: msaufi@umk.edu.my

ABSTRACT

Hotel industry is a service oriented industry that needs human resource to serve and delivery excellence service to their customers. In this context, front line employees are very significant to determine service level of a hotel. However, there are just handful of research and literature pertaining to employee development practice focusing on front-line employees in hotel industry in Malaysia context. The aims of this study are to examine the influences of employees' development practices in hotel industry to service performance level. The study adopted survey approach to collect data from selected hotel (4 and 5 star hotel) based on stratified random sampling method. The validity and reliability of the instruments were examined through panel of expert and also the small sample of the data was analysed using SPSS. It is hopeful that study could give a contribution to the body of knowledge in hospitality industry to increase their organization profit.

Keyword: Human resource, Hotel industry, Service performance, Practices, Malaysia.

1. INTRODUCTION

The World Tourism Organization (2013) stated that the world tourism industry is a very promising industry with continuous annual growth at rate between 3 to 4 percent. This has directly stimulate development of service industry particularly hospitality industry. The growth of this unique hospitality industry becomes

more encouraging day to day. In 2013, tourism industry has contributed at amount of 13.1 per cent (RM128.7 billion) to the Gross Domestic Product (GDP) and 14.9 percent of that amount was coming from hospitality industry. Other than that, the tourism industry in Malaysia also contributed 16.8 percent (2.2 million) to employment opportunity in the year of 2013 (Department of Statistics Malaysia, 2013). The justification of the importance of hospitality industry in development and growth of tourism industry is undeniable. Thus hotel industry as major key players in hospitality industry is vital as they serve place and provide facilities for the transaction of the business, meeting and conferences as well as recreation and entertainment (Medik, 1994). Even though the significant contribution of hotel industry towards tourism industry and economy development is undisputed, but at the same time the issues and challenges of managing soft assets like experiences, interactions, communication and human capital in this industry is critical.

Table 1
Tourism Malaysia

<i>Indicators</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
Malaysia Tourist arrival	24,577,196	24,714,424	25,032,708	25,715,460
Average occupancy rate of hotel	59.3%	60.6%	62.4%	62.6%
Malaysia hotel guest (domestic and foreign)	52,130,742	53,756,150	56,072,199	57,129,671
Malaysia Hotel supply	2367	2707	2724	3094
Malaysia Room supply	168,497	193,340	195,445	209,527

Source: Tourism Malaysia, 2013.

In hotel and tourism industries, maintaining the relationship between customer and tourist with front line employee are the main indicator for success. According to Muzalifah and Izah (2011); through human interaction, front line employee is important to determine the long-term relationship between hotel and customer. It is so because known factors that contribute to service failure in hospitality industry are including perceptual nature and human interactions that related to passion and emotions (William & Buswell, 2003). Research on service management emphasis on the ways to manage customer-contact employees (front line) effectively to ensure their attitudes and behaviour are conducive to deliver quality services and meet customer's needs (Crosno et. al., 2009). The service employees can be titled as brand ambassador as they are public face of service organization and responsible to build strong service brands and communicates the service brands (Wallace and Chernatony, 2009). Frontline employee's performance brings the brands for the customers and at the same time creating customer loyalty and retention (Zeithaml et. al., 2006).

Significant solutions that were identified contribute towards service performance improvement of the frontline employees in hospitality industry are including human resource development. A few reasons that given by hotel industry concerning human resources issues are workforce costs are already high and increasing human resource means increasing cost to them more. However enterprise has used human resource practices for ages as critical strategic tools to promote favourable behaviour among employees and leverage their knowledge, skills, and abilities, which should increase productivity and performance (Bartlett, 2001; Bates & Chen, 2004; Clardy, 2008; Katou, 2009). Therefore human resource development of employees has been acknowledged as most foundational activity of human resource system (Dhamodharan, Daniel & Ambuli, 2010; Gubbins, Garavan, Hogan & Woodlock, 2006).

Gilley and Eggland (1989) state that the mission of HRD is (a) to provide individual development through adult learning to improve performance related to a current job; (b) to provide career development

focused on performance improvement related to future job assignments; and (c) to provide organizational development that results in both optimal utilization of human potential and improved human performance, which together improves the efficiency of the organization. Even though human resource plays a significant and critical role in enterprise organization, little is known about their attitudes towards service organization including hotel.

In human resource development practice, competencies of employees play an important role especially in linking the individual within the organization to the organizational strategy. The popularity of competency management has increased in the last three decades. It is estimated that over 60% of organizations use competency framework as a fundamental element of their training strategy (Chartered Institute of Personnel and Development [CIPD], 2007). Competency can be defined as a basic personal characteristic that is a determining factor for acting successfully in a job or situation (McClelland, 1993). Competency framework can be seen as an integrated set of competencies. Research on competencies show that competency is strongly connected to performance on the job (McClelland, 1993; Jackson & Schuler, 2003). Furthermore, competencies can be improved by means of a training intervention (Lucia & Lepsinger, 1999). Therefore, competencies are seen as the ultimate mediator between training interventions and performance on the job.

The specific objectives of this study are as follow:

- (a) To examine the relationship between human development practice and employee competencies.
- (b) To examine the relationship between employees' competencies and service performance.
- (c) To examine the relationship between human development practice and service performance.
- (d) To examine the mediating effect of employee competencies on the relationship between human resource development and service performance.

Based on the preceding literature reviews, hypotheses were stem out to test the relationship in theoretical framework. Hypotheses for this study are as follow:

H1: There is a positive relationship between human development practice and employee competencies.

H2: There is a positive relationship between employees' competencies and service performance.

H3: There is a positive relationship between human development practice and service performance.

H4: Employee competencies mediate the relationship between human resource development and service performance.

2. LITERATURE REVIEWS

2.1. Service Performance

Performance is defined as accomplishment or output in a productivity of system in the form of service or goods (Swanson, 1999; Nash, 1983). Previous work on service performance has focus on either organization or individual level analysis, customer confidence, loyalty, distribution, price, and emotions (Ali, Amin, & Cobanoglu, 2016; Lau, Tong, Lien, Hsu, & Chong, 2017). In work addressing organizational factors a common themes is that if an organization values service and established practices that facilitate and reward excellence service, a climate from service is likely to emerge (Shneider, 1990). The service climate

will in turn influence service performance which will ultimately impact customer satisfaction (Borucki & Burke, 1999; Johnson, 1996). This study emphasizes the impact of managerial practice and employees perceptions of service performance at the hotel industry. On the other hand, this study will be focus on service performance at the individual level of analysis (Barrick & Mount, 1991; Frei & McDaniel, 1998) have linked human resource development practice to their service performance.

2.2. Human Resource Development (HRD) Practice

Aspects in the human resources development over the years to this day often become major debate among the scholar in the fields of management. Although management scholar has different views on the meaning or the way in the of human resources development, they still believe that human resource development is a very important element in determining the competencies of performance in hotel industry. Therefore, managing human resources in an organization is very important towards achieving organizational goals and objectives (Robin, Pedroche, & Astorga, 2017). According to McLagan (1989), Human Resource Development (HRD) is “the integrated use of training and development, and career development to improve individual, group, and organizational effectiveness”. Human Resources Development (HRD) as a philosophy, concept, and model has generated numerous theories on a number of dimensions. In its early stages, HRD was defined by Leonard Nadler (1970) as “a series of organized activities conducted within a specific time and designed to produce behavioural change”. Later, the definition of HRD became controversial even if traditionally defined in the context of the individual, the work team, or the organization (McLean, Bartlett & Cho., 2003). Human resource development is any process or activity that, either initially or over the long term, has the potential to develop adult’s work-based knowledge, expertise, productivity and satisfaction, whether for personal or group, team gain, or the benefit of an organization, community, nation, or ultimately, the whole humanity (McLean and McLean, 2001). Organizations used human resource as a critical strategic tool for promoting favourable behaviour among employees and leveraging their knowledge, skills and abilities which should increase productivity and performance (Robin et. al., 2017; Bartlett, 2001; Bates & Chen, 2004; Clardy, 2008; Katou, 2009). For this reason, human resource development of employees has been acknowledge as the most foundational activity of human resource system HRD program are designed and implemented to improved employee capability to perform effectively and meet performance expectations (Schwoerer, May, Hollensbe & Menel, 2005). With an extensive of training and development opportunities to employees, they need to upgrade their knowledge and skills. Training is indeed a positive predictor of knowledge and skills of individuals (Bates & Chen, 2004; Clardy, 2008). Employees exposed to various HRD programs are good position to improve their capability and thus effectively leverage their capacity in conducting their tasks (Liao et. al., 2009; Schwoerer et. al., 2005). Training opportunities for employees to learn various task-related knowledge, skills and ability also enhance their sense of task efficacy (Choi & Chang, 2009).

Employees’ task relevant capabilities or knowledge, skills and attitude are critical condition for efficient and effective operation of various organizational functions (Gubbins et. al., 2006, Tharenou, 1997). In additions, human resource development practices are likely to strengthen employees’ membership perception and commitment to the organization, which lead to increase their efforts towards achieving organizational goal beyond the minimum task requirement (Bartlett, 2001). The enhanced level and quality of in-role and extra-role task efforts driven by increased competence and commitment of employees contribute to the effectiveness of organizational functioning. Although scholars have presumed that this intervening role

of employee outcomes explains the relationship between human resource practices and firm performance (Huselid, 1995), empirical evidence of this mediated relationship is still quite limited, particularly at the organizational level (Combs et. al., 2006).

2.2.1. Formal Service Training

Service training is related with the programmed organized by the service organization designed to improve the task-related skills and behaviour skills of its employees (Yang, 2012). Training is an initial exposure of workers related to the delivery of services performed by the organization to the employee. Training services are considered management strategies to meet high customer demand and market needs in the services offered (Harel & Tzafir, 1999). Most of the training activities carried out by the human resources management, training centers and training operators or experts paid by the organization to provide training to the employees of the organization. Training related services is defined as a formal and systematic process that aims to develop the competencies, knowledge, and skills of employees' aspects of the organization in the organization (Davis, Davis & Van Wert, 1998). Training is also a medium of service management to deliver the organization's strategy, value, new equipment and new methods to do tasks (Kassiech & Yourstone, 1998). Thus, it can be examined that the role of training for employees not only to provide the skills and knowledge to an employee, but also as a medium to communicate any changes in the organization's internal and external expectations against an employee organization.

2.2.2. Informal Coaching

Coaching is a continuous daily process involves the guidance and support given to employees to enhance their knowledge, skills and abilities (Orth, Wilkinson & Benfari, 1987). Ellinger et. al., (2003) defines coaching refers to the process of day-to-day guidance and directly to help employees resolve employee problems. In other words coaching is an aspect of live training given to employees in the workplace that are carried out continuously and in informal situations. Coaching is done by the management (supervisor or senior) during working hours as part of the relationship between supervisors and workers as on-job training activities. The experience gained from the process of coaching will be a facilitating in the process of learning about the work (Phillips, 1994). While the coaching program within the organization is still in the initial phase of implementation in the organization. More importantly, Zakaria (2017) noted that informal coaching extracts higher influence on performance compared to formal training and empowerment. In fact, most organizations have begun to use this coaching practice informally within the organization to their employees to perform their work more systematic and effective. This is because the practice of coaching has shown a positive influence on the overall performance of the organization.

2.2.3. Employee Empowerment

Empowers of employees refer to the level of employee discretion in making decisions about activities related to the work done (Burke , 2017; Conger & Kanungo, 1988; Bowen & Lawler, 1992; Lashley, 1995). During the process of providing the service, the employee must have the responsibility and authority to make decisions related to the customer if no manager on the spot, and other staffs do not have the ability to solve the problem of the services required by customers (Gronroos, 1990; Rust, Zahorik & Keiningham,

1996). The purpose of employee empowerment is to empower employees to respond quickly to customer demand, making employees more courteous when interacting with customers and provide an opinion to the organization to improve service to customers (Bowen & Lawler, 1992; Hubrecht & Teare, 1993 Morrison, 1994). According to Conger and Kanungo (1988), empowers employees to give effect to the diligence and efforts of employees in doing the work. In other words, the authorization of service to help workers to respond efficiently and effectively to customer needs more quickly. Authorization is essential to service workers because these workers need the flexibility to make quick decisions on customer satisfaction (Hartline and Ferrell, 1996).

2.3. Employee Competence

Employee's task related capabilities or knowledge, skills and attitude are desperate situation for efficient and effective operation of various organizational functions (Gubbins et. al., 2006, Tharenou, 1997). In additions, human resource development practices are likely to strengthen employee's membership perception and commitment to the organization, which lead to increase their works towards attaining organizational goal outside the minimum task requirement (Bartlett, 2001). The higher level and quality of in-role and extra-role task efforts determined by increased competence and commitment of employees provide to the effectiveness of organizational functioning. Although researchers have assumed that this interfering role of employee outcomes elucidates the relationship between human resource practices and firm performance (Huselid, 1995), empirical evidence of this mediated relationship is still quite limited, particularly at the organizational level (Combs et. al., 2006).

3. RESEARCH METHOD

The intention of this study is to examine the relationships of the human resource development among frontline hotel employees towards improvement of the service performance with employees' competency as the mediator. The method of this study is based on the quantitative approach. The constructs used to develop survey instrument in this study are human resource development practice, employee's competencies and service performance. In this quantitative approach study, it used 5-point Likert scale questionnaire consist of 50 items regarding to key factors of each construct and background of the hotel industries which were divided into 5 sections. The questions of survey were extracted from the relevant studies of human resource development practices, employees' competencies and service performance to support the research hypotheses that has been developed. This study focuses to 3 to 5 star hotel in east coast Malaysia which are Kelantan, Terengganu and Pahang. Using stratified sampling method, around 200-400 employees were chosen randomly among participated hotels. The data of this study was analysed using Factor Analysis (FA) and Reliability Analysis through principle component analysis using SPSS 21.0. The purpose of factor analysis is to identify the key components for human resource development and employee competencies. The varimax rotations method with Kaiser Normalization also was used in analysed the data. For further analysis, this study use the Partial Lease Square (PLS) to test the model of the relationship between human resource development (HRD) practices towards improving the service performance of the hotel industry. Therefore, this study explores the interrelationship between human resource development practice and service performance through mediating effect of employee competencies.

4. RESULTS

4.1. Construct validity

Construct validity testifies to how well the results obtained from the use of the measure fit the theories around which the test is designed (Sekaran and Bougie, 2010). The question here is does the instrument tap the concept as theorized? This can be assessed through convergent and discriminant validity. First, we looked at the respective loadings and cross loadings from Table 1 to assess if there are problems with any particular items. We used a cut-off value for loadings at 0.5 as significant (Hair et. al., 2010). As such, if any items which has a loading of higher than 0.5 on two or more factors then they will be deemed to be having significant cross loadings. From Table 1 we can observe that all the items measuring a particular construct loaded highly on that construct and loaded lower on the other constructs thus confirming construct validity.

Table 1
Loading and Cross Loading

	<i>Employee Competencies</i>	<i>Empowerment</i>	<i>Formal Training</i>	<i>Informal Coaching</i>	<i>Service Performance</i>
EC33	0.711	0.360	0.152	0.329	0.455
EC34	0.850	0.395	0.304	0.449	0.496
EC35	0.827	0.305	0.309	0.387	0.550
EC36	0.697	0.295	0.333	0.338	0.407
EC37	0.752	0.308	0.299	0.331	0.429
EC38	0.798	0.382	0.266	0.361	0.521
E11	0.383	0.886	0.401	0.590	0.460
E12	0.401	0.859	0.351	0.638	0.370
E13	0.396	0.918	0.389	0.605	0.366
E14	0.377	0.869	0.369	0.595	0.340
T1	0.296	0.393	0.833	0.478	0.260
T2	0.349	0.375	0.873	0.519	0.273
T3	0.335	0.343	0.837	0.512	0.191
T4	0.254	0.342	0.844	0.486	0.204
T5	0.268	0.341	0.812	0.496	0.196
C6	0.372	0.567	0.528	0.811	0.375
C7	0.359	0.482	0.474	0.809	0.377
C8	0.408	0.524	0.443	0.815	0.316
C9	0.375	0.574	0.421	0.821	0.343
C10	0.406	0.625	0.527	0.792	0.311
SP9	0.467	0.276	0.167	0.287	0.755
SP10	0.459	0.298	0.157	0.279	0.773
SP11	0.551	0.310	0.259	0.337	0.795
SP12	0.509	0.310	0.214	0.383	0.774
SP13	0.501	0.452	0.207	0.362	0.849
SP14	0.453	0.417	0.262	0.368	0.821

Bold values are loadings for items which are above the recommended value of 0.5.

4.2. Reliability and Validity Analysis

We used the Cronbach’s alpha coefficient to assess the inter item consistency of our measurement items. Table 2 summarizes the loadings and alpha values. As seen from Table 2, all alpha values are above 0.6 as suggested by Nunnally and Berstein (1994). The composite reliability (CR) value is 0.9. Interpreted like a Cronbach’s alpha for internal consistency reliability estimate, a composite reliability of 0.70 or greater is considered acceptable (Fornell and Larcker 1981). As such we can conclude that the measurements are reliable. Next, the study tested the convergent validity which is the degree to which multiple items to measure the same concept are in agreement. As suggested by Hair et. al., (2010) we used the factor loadings, composite reliability and average variance extracted to assess convergence validity. The loadings for all items exceeded the recommended value of 0.5 (Hair et. al., 2010). Composite reliability values (see Table 2), which depict the degree to which the construct indicators indicate the latent, construct ranged from 0.740 to 0.918 which exceeded the recommended value of 0.7 (Hair et. al., 2010). The average variance extracted (AVE) measures the variance captured by the indicators relative to measurement error, and it should be greater than 0.50 to justify using a construct (Barclay et. al., 1995). The average variance extracted, were in the range of 0.631 and 0.780. Table 2 summarizes the results of the measurement model. The results show that all the four constructs empowerment, formal training, informal coaching and service performance are all valid measures of their respective constructs based on their parameter estimates and statistical significance (Chow and Chan 2008).

Table 2
Results of measurement model

	<i>Items</i>	<i>Loadings</i>	<i>AVE</i>	<i>CR</i>	<i>Cronbach's Alpha</i>
Empowerment	E11	0.886	0.780	0.934	0.906
	E12	0.859			
	E13	0.918			
	E14	0.869			
Formal Training	T1	0.833	0.706	0.923	0.896
	T2	0.873			
	T3	0.837			
	T4	0.844			
	T5	0.812			
Informal Coaching	C6	0.811	0.655	0.905	0.869
	C7	0.809			
	C8	0.814			
	C9	0.821			
	C10	0.792			
Employee Competencies	EC33	0.711	0.600	0.899	0.865
	EC34	0.850			
	EC35	0.827			
	EC36	0.697			
	EC37	0.752			
	EC38	0.798			

	Items	Loadings	AVE	CR	Cronbach's Alpha
Service Performance	SP9	0.755	0.631	0.911	0.883
	SP10	0.773			
	SP11	0.795			
	SP12	0.774			
	SP13	0.849			
	SP14	0.821			

Composite reliability (CR) = (square of the summation of the factor loadings)/{(square of the summation of the factor loadings) + (square of the summation of the error variances)} b Average variance extracted.

(AVE) = (summation of the square of the factor loadings)/{(summation of the square of the factor loadings) + (summation of the error variances)}

4.3. Discriminant Validity

Next this study proceeded to test the discriminant validity. The discriminant validity of the measures (the degree to which items differentiate among constructs or measure distinct concepts) was assessed by examining the correlations between the measures of potentially overlapping constructs. Items should load more strongly on their own constructs in the model, and the average variance shared between each construct and its measures should be greater than the variance shared between the construct and other constructs. As shown in Table 3, the correlations for each construct are less than the squared root of average variance extracted by the indicators measuring that construct indicating adequate discriminant validity. In total, the measurement model demonstrated adequate convergent validity and discriminant validity.

Table 3
Discriminant Validity of constructs

Constructs	<i>Employee Competencies</i>	<i>Empowerment</i>	<i>Formal Training</i>	<i>Informal Coaching</i>	<i>Service Performance</i>
Employee Competencies	0.774				
Empowerment	0.441	0.883			
Formal Training	0.358	0.427	0.840		
Informal Coaching	0.475	0.687	0.593	0.810	
Service Performance	0.618	0.435	0.268	0.425	0.795

Diagonals (in bold) represent the square root of AVE

4.4. Hypotheses Testing

Next we proceeded with the path analysis to test the four hypotheses generated. Figure 1 and Table 4 present the results. The R² value was 0.407 suggesting that 40.7% of the variance in extent of service performance can be explained by human development practice and employee competencies. In addition, the R² value for employee competencies was 0.254 suggesting that 25.4% of the variance can be explained by human development practice.

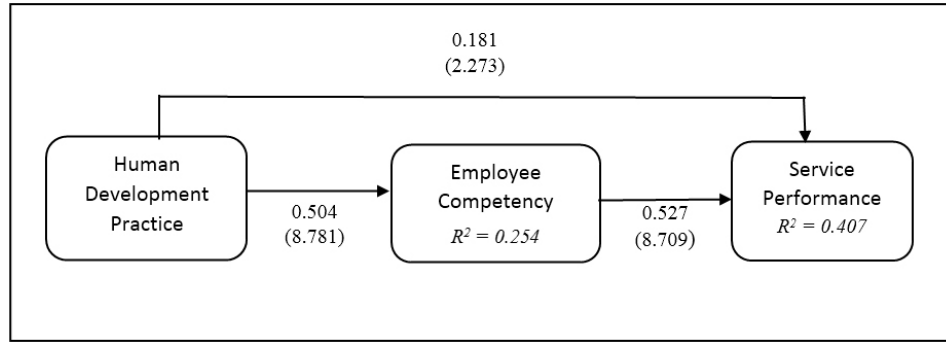


Figure 1: HDP to SP with EC as mediator

Table 4
Path coefficient and hypothesis testing

Hypothesis	Relationship	Coefficient	t value	p value	Decision
H1	Human Development Practice -> Employee Competencies	0.504	8.781	0.000	Supported
H2	Employee Competencies -> Service Performance	0.527	8.709	0.000	Supported
H3	Human Development Practice -> Service Performance	0.181	2.723	0.007	Supported
H4	Human Development Practice -> Employee Competencies -> Service Performance		6.179	0.000	Supported

To test the mediation effect, the Sobel test was used to test whether a mediator variable significantly carries the influence of an independent variable to a dependent variable. i.e., whether the indirect effect of the independent variable on the dependent variable through the mediator variable is significant. The results indicate that extent of employee competencies mediates the relationship between human development practice and service performance. We also used the method suggested by Baron and Kenny (1986) to assess if there is full or partial mediation. In this case the results are consistent with a 26.6% partial mediation process. These results provide support for H4.

5. CONCLUSION

This study revealed the significance of relationship effect in hospitality industry specifically HDP towards SP issues such as the employee performance, customer satisfaction and service quality in Malaysia. The improvement of human resource in term of skills and knowledge will lead superior service performance in organization, at the same time; will improve human creativity, operational effectiveness and high quality service delivery among frontline employee in hotel services industry. Finding of this study hope will also guide the management of hotel industry and policy makers to restructure their policies regarding human talent development to improve the quality of services, which crucial for hotel industry today toward dynamics and competitive environment.

In-line with literature and previous study, this study also proved that employees' competency is one of the mediators in relationship between human resource development and service performance. Even though human resource development has direct effect to performance, human resource development is also partially affect employees' competencies which are important for efficient and effective operation of hotel industry. This is parallel to literatures and previous studies. High level and quality of in-role and

extra-role task efforts determined by level of competence and commitment of employees provide to the effectiveness of organization. Thus, another way of improving service performance of hotel organization is by improving frontline employees' competencies and that can partially been done with good practice of human resource development.

However, the study has limitations, which offer avenues for future research and it should extend the results by adopting a qualitative approach. Second, only the views of line managers were included in this study. For a more comprehensive understanding of HDP, future studies should triangulate the views of front-line staff and top management to understand their commitment to individual and organizational learning and how these influence organizational and destination competitiveness (Prayag & Hosany, 2015). Another area of research would be to investigate the influence of organization culture, hotel size, ownership structure, and length of operation on HDP and organizational performance in small state economies. Likewise, comparing HDP and SP in different state in Malaysia would improve understanding of this contemporary management function in the hospitality industry.

Acknowledgement

This research is funded by the RAGS research (R/RAGS/A07.00/01234A/002/2015/000299), Ministry of Higher Education (MOHE) and Universiti Malaysia Kelantan. We also would like to express our gratitude to hotel industry in East Coast Malaysia which is Kelantan, Terengganu and Pahang for their cooperation along this study.

References

- Ali, F., Amin, M., & Cobanoglu, C. (2016). An integrated model of service experience, emotions, satisfaction, and price acceptance: an empirical analysis in the Chinese hospitality industry. *Journal of Hospitality Marketing & Management*, 25(4), 449-475.
- Baron, R.M., & Kenny, D.A. (1986). The moderator-mediator distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173–1182.
- Bates, R., & Chen, H. (2004). Human resource development value orientations: a construct validation study. *Human Resource Development International*, 7(3), 351-370.
- Barclay, D., C. C. Higgins, et. al., (1995). "The Partial Least Squares (PLS) Approach to Causal Modeling: Personal Computer Adoption and Use as an Illustration." *Technology Studies. Research Methodology* 2(2): 285-309.
- Bartlett, K.R. (2001). The relationship between training and organizational commitment: A study in the health care field. *Human resource development quarterly*, 12(4), 335-352.
- Barrick, M.R., & Mount, M.K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44: 1–26.
- Borucki, C.C., & Burke, M.J. (1999). An examination of service-related antecedents to retail store performance. *Journal of organizational Behavior*, 20(6), 943-962.
- Bowen, D.E., & Lawler, E.E. (1992). Total quality-oriented human resources management. *Organizational Dynamics*, 20(4), 29-41.
- Burke, R.J. (2017). Human resource management applications in the developing world: Empowering employees. *Iranian Journal of Management Studies*, 9(4), 795-800.

- Chartered Institute of Personnel and Development (2007). *Talent Management: Strategy, Policy, Practice*, Chartered Institute of Personnel and Development, London.
- Choi, J.N., & Chang, J.Y. (2009). Innovation implementation in the public sector: An integration of institutional and collective dynamics. *Journal of Applied Psychology*, 94, 245-253.
- Chow, W.S., & Chan, L.S. (2008). Social network, social trust and shared goals in organizational knowledge sharing. *Information & management*, 45(7), 458-465.
- Clardy, A. (2008). Human resource development and the resource-based model of core competencies: Methods for diagnosis and assessment. *Human Resource Development Review*, 7(4), 387-407.
- Crosno, J.L., Rinaldo, S.B., Black, H.G, and Kelly, S.W. (2009). Half full or half empty, the role of optimism in boundry spanningpositions. *Journal of Service Research*, 11(3), 259-309.
- Conger, J.A., & Kanungo, R.N. (1988). The empowerment process: Integrating theory and practice. *Academy of management review*, 13(3), 471-482.
- Combs, J.G., Ketchen, D.J., Jr., Hall, A.T., & Liu, Y. (2006). Do high performance work practices matter? A meta-analysis of their effects on organizational performance. *Personnel Psychology*, 59, 501-528.
- Davis, A.B., Davis J. R., Van Wert, F. (1998). *Effective training strategies: a comprehensive guide to maximising learning in organization*. Berret-Koehler Pub.
- Dhamodharan, V., Daniel, B.J.C., & Ambuli, T.V. (2010). An empirical study on assessing trainees' expectations and their perceptions. *International Business Research*, 3(2), 174.
- Ellinger, A.D., Ellinger, A.E., & Keller, S.B. (2003). Supervisory coaching behavior, employee satisfaction, and warehouse employee performance: A dyadic perspective in the distribution industry. *Human resource development quarterly*, 14(4), 435-458.
- Frei, R.L., & McDaniel, M.A. (1998). Validity of customer service measures in personnel selection: A review of criterion and construct evidence. *Human performance*, 11(1), 1-27.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing research*, 382-388.
- Gubbins, C., Garavan, T.N., Hogan, C., & Woodlock, M. (2006). Enhancing the role of the HRD function: The case of a health services organisation. *Irish Journal of Management*, 27(1), 171.
- Gilley, J.W. & Egglund, S.A. (1989). *Principles of Human Resource Development*, Addison Wesley.
- Gronroos, C. (1990). Service management: a management focus for service competition. *International Journal of Service Industry Management*, 1(1), 6-14.
- Hair, Joseph F., William C. Black, Barry J. Babin, and Rolph E. Anderson (2010). *Multivariate Data Analysis*, Englewood Cliffs, NJ: Prentice Hall.
- Harel, H.G. and Tzafrir, S.S. (1999). The Effect of Human Resource Management Practices on the Perceptions of Organisational and Market Performance of the Firm, *Human Resource Management*, 38(3): 185-200.
- Hartline, M.D., & Ferrell, O.C. (1996). The management of customer-contact service employees: An empirical investigation. *The Journal of Marketing*, 52-70.
- Hubrecht, J. & Teare, R. (1993). A strategy for partnership in total quality service. *International Journal of Contemporary Hospitality Management*, 5(3), 1-5.
- Huselid, M.A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), 635-672.

- Kassiech, S.K., & Yourstone, S.A. (1998). Training, performance evaluation, rewards, and TQM implementation success. *Journal of Quality Management*, 3(1), 25-38.
- Katou, A.A. (2009). The impact of human resource development on organisational performance: Test of a causal model. *Journal of Behavioral and Applied management*, 10(3), 335.
- Jackson, S.E. and Schuler, R.S. (2003). *Managing Human Resources through Strategic Partnerships*, 8th ed., South-Western, Mason, OH.
- Johnson, J.W. (1996). Linking employee perceptions of service climate to customer satisfaction. *Personnel psychology*, 49(4), 831-851.
- Lashley, C. (1995). Towards an understanding of employee empowerment in hospitality services. *International Journal of Contemporary Hospitality Management*, 7(1), 27-32.
- Lau, P. Y. Y., Tong, J. L. T., Lien, B. Y.-H., Hsu, Y.-C., & Chong, C. L. (2017). Ethical work climate, employee commitment and proactive customer service performance: Test of the mediating effects of organizational politics. *Journal of Retailing and Consumer Services*, 35, 20-26.
- Leonard, Nadler. (1970). *Developing Human Resources*, Houston: Gulf Publishing Company.
- Liao, H., Toya, K., Lepak, D., & Hong, Y. (2009). Do they see eye to eye? Management and employee perspectives of high performance work systems and influence processes on service quality. *Journal of Applied Psychology*, 94, 371–391.
- Lucia, A.D., & Lepsinger, R. (1999). *The art and science of competency models: Pinpointing critical success factors in organizations*. San Francisco: Jossey-Bass
- McLagan, P. A. (1989). Models for HRD practice. *Training & development journal*, 43(9), 49-60.
- McLean, G.N., Bartlett, R. K. and Cho, E. (2003). 'HRD as national policy: Republic of Korea and New Zealand', *Pacific Asian Education*, 15(1): 41 – 59.
- McLean, G.N. and McLean, L. (2001). 'If we can't define HRD in one country, how can we define it in an international context?', *Human Resource Development International*, 4(3): 313 – 26.
- McClelland, DC (1993). "The Concept of Competence," in Spencer, L M and Spencer, S M (eds.), *Competence at Work*, New York: John Wiley & Sons.
- Medik.S. (1994). *The business of Hotels*, Butterworth-Heinemann, Oxford.
- Morrison E.W. (1994). "Role Definitions and Organizational Citizenship Behavior: The Importance of the Employee's Perspective". *Academic Management Journal*, 37, 1543-1567.
- Muzalifah, M. and Izah M.T. (2011). Determinant of job performance in front hotel employees in Malaysia using structural equation model: a proposed conceptual framework. *International Journal of Business and Behavioral Sciences*, 1(1),32-42.
- Nash, M. (1983). *Managing organisational performance*. San Francisco: Jossey -Bass.
- Nunnally, J. C., & Bernstein, I. H. (1994). The assessment of reliability. *Psychometric theory*, 3(1), 248-292.
- Orth, C.D., Wilkinson, H.E., & Benfari, R.C. (1987). The manager's role as coach and mentor. *Organizational Dynamics*, 15(4), 66-74.
- Phillips, Kenneth R. (1994). "Coaching for Higher Performance," *Management Development Review*, 7(5), 19–22.
- Prayag, G., & Hosany, S. (2015). Human resource development in the hotel industry of Mauritius: myth or reality?. *Current Issues in Tourism*, 18(3), 249-266.
- Robin, C. F., Pedroche, M. S. C., & Astorga, P. S. (2017). Revisiting green practices in the hotel industry: A comparison between mature and emerging destinations. *Journal of Cleaner Production*, 140, 1415-1428.

- Rust, R.T., Zahorik, A.J., & Keiningham, T.L. (1996). *Service marketing*. New York: Harper Collins College Publishers.
- Schwoerer, C.E., May, D.R., Hollensbe, E.C., & Mencl, J. (2005). General and specific self-efficacy in the context of a training intervention to enhance performance expectancy. *Human Resource Development Quarterly*, 16(1), 111-130.
- Schneider, B. (1990). The climate for service: An application of the climate construct. *Organizational climate and culture*, 1, 383-412.
- Sekaran, U., & Bougie, R. (2010). Theoretical framework in theoretical framework and hypothesis development. *Research Methods for Business: A Skill Building Approach, United Kingdom: Wiley*, 80.
- Swanson, R.A. (1999). The foundation of performance improvement and implication for practice. *Advance Developing of Human Resource*, 1-25.
- Tharenou, P. (1997). Explanations of managerial career advancement. *Australian Psychologist*, 32(1), 19-28.
- Wallace, E. and De Chernatony, L., (2009). Service employee performance: Its components and antecedents. *Journal of Relationship Marketing*, 8, 82-102.
- Williams, C. and Buswell, J. (2003). *Service Quality in Leisure and Tourism*, CABI, Wallingford.
- Yang, Y.C. (2012). High-involvement human resource practices, affective commitment and organizational citizenship behavior in service setting. *The Service Industries Journal*, 32(8), 1209-1227.
- Zakaria, M. N., Yaso, M. R., Ghazali, M. S., Ibrahim, M. A. H., & Ismail, M. (2017). Integration of Employee Development Practices and Organisational Performance of Local Government. *Institutions and Economies*, 9(1).
- Zeithaml, V.A., Bitner, M.J. and Gremler, D.D. (2006). *Services Marketing: Integrating Customer Focus Across the Firm*, 4th Ed. New York: McGraw-Hill.