

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on literature related reviews. Section two highlights human resource development definitions, their key concepts and underlying theories. Section three outlines empirical studies on human resource development practices followed by the conceptual framework which guides the study in section four. Section five discusses performance indicators of the hotel industry with dimensions of the various indicators. Section six focuses on hypothesis development and literature linkages. Finally, section seven extracts conclusions from this chapter.

2.2 Defining Human Resource Development (HRD)

Human resource development is multidisciplinary in nature encompassing enormous extents of practice and knowledge. Human resource development derives theories from diverse disciplines in evolving as a distinct area of research and study. In the course of its evolution, Human resource development integrated with economic, system and psychological theories in offering new dimensions to the theoretical underpinnings (Swanson, 2001). Table 1 encapsulates a plethora of human resource development definitions espoused by various authors over the years.

Table 1: Definitions of Human Resource Development over Time

AUTHOR	DEFINITION	KEY COMPONENTS	UNDERLYING THEORIES
Harbison and Myers (1964)	Human resource development is the process of increasing and its full utilization economics the knowledge, the skills, and the capacities of all the people in the society (p. 2).	High-level manpower and its full utilization	Development Economics
Nadler (1970)	HRD is a series of organized behavioural change; psychology activities conducted within adult learning a specified time and designed to produce behavioural change (p. 3).	Adult learning; Behavioral change	Psychology

Jones (1981)	HRD is a systematic expansion of people's work-related abilities, focused on the attainment of both organization and personal goals (p. 188).	Individual and organizational goals, Performance.	Economic s, psychology; systems; Philosophical
Chalofsky and Lincoln, (1983)	Discipline of HRD is the study of how individuals and groups in organizations change through learning.	Adult learning	Psychology
Swanson (1987)	HRD is a process of improving an organization's performance through the capabilities of its personnel. HRD includes activities dealing with work design, aptitude, expertise and motivation.	Organizational performance	Economics; psychology; systems
Smith, (1988)	R. HRD consists of programs and activities, direct and indirect, instructional and/or individual that positively affect the development of the individual and the productivity and profit of the organization (p. 1).	organizational performance; Training and development	Psychology; systems; economics
Watkins (1989)	HRD is the field of study and practice responsible for the fostering of a long-term, work-related learning capacity at the individual, group, and organizational level of organizations. As such, it includes but is not limited to training, career development, and organizational development (p. 427).	Career development; training and development; learning capacity	Psychology; systems; economics; performance improvement
Gilley and England (1989)	"HRD is organized learning activities arranged within an organization to improve performance and/or personal	Learning activities; performance improvement	Psychological; system; economic; performance

growth for the purpose of improving the job, the individual and/or the organization” (p. 5).

Nadler and Nadler (1989)	HRD is organized learning experiences provided by employees within a specified period of time to bring about the possibility of performance improvement and/or personal growth (p. 6).	Performance improvement; learning	Performance improvement; psychology
D. Smith (1990)	HRD is the process of determining the optimum methods of developing and improving the human resources of an organization and the systematic improvement of the performance and productivity of employees through training, education and development and leadership for the mutual attainment of organizational and personal goals (p. 16).	Performance improvement	Performance improvement; psychology; economics
Garavan (1991)	HRD is the strategic management of training, development and management/professional education intervention, so as to achieve the objectives of the organization while at the same time ensuring that the full utilization of the knowledge in detail and skills of the individual employees.	Learning organization; organizational development; Training development	Human performance; organizational performance and economics; psychology
Chalofsky (1992)	HRD is the study and practice of increasing the learning capacity of individuals, groups, human collectives and organizations through the development and application of learning-based interventions for the purpose of optimizing human and	Performance improvement; learning capacity	Systems; psychology; human Performance

organizational growth and effectiveness (p. 179).

Marquardt and Engel (1993)	HRD skills include developing a learning climate, designing training programs, transmitting information and experience, assessing results, providing career counseling, creating organizational change, and adapting learning materials.	Performance improvement; learning climate	Psychology; human performance
Meggison et al. (1993)	HRD is an integrated and holistic approach to changing work-related (behaviour using a range of learning techniques.	Behavioral change; learning climate;	Psychology
Marsick and Watkins (1994)	HRD as a combination of training, career development, and organizational development integration offers the theoretical envision to need a learning organization, but it must also be positioned to act strategically throughout the organization (p. 355).	Learning organization organizational development; career development; training and development	Human performance; organizational performance; systems economics; psychology
Swanson (1995)	HRD is a process of developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance (p. 208).	Work process, and individual levels; performance improvement at the organization, organization development; training and development;	Systems; economics; psychology
Horwitz et al. (1996)	HRD is concerned with the processes whereby the citizens of a nation acquire the knowledge and skills necessary to perform both specific occupational tasks and other social, cultural, intellectual and political roles in a society.	Training and development; performance improvement at the organization, work process	Human performance; Systems; economics; psychology

Stead and Lee (1996)	HRD is a holistic societal process of learning drawing upon a range of disciplines.	Learning climate; performance improvement	Human performance; Systems; economics; psychology
McLean and McLean (2001)	HRD is any process or activity that, either initially or over the long term, has the potential to develop adults' work-based knowledge, expertise, productivity, and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or, ultimately, the whole of humanity (p. 313).		Development; economics; psychology
Swanson (2009)	HRD is a process of developing and for the unleashing expertise; purpose of improving organizational system, work process, team, and individual performance.	Developing expertise; unleashing expertise; performance improvement	Systems; economics; psychology

Source: Adapted from Weinberger (1998, pp. 77–79)

2.3 Empirical Studies on Human Resource Development Practices

Practitioners and academicians alike advocate that effectual hotel operations necessitate an insight of the essence of investing in human resource development (Ramos et al., 2004; Baum and Szivas, 2008) (Please See Error! Reference source not found.).

Hinkin and Tracey (2010) examined human resource related issues of the hospitality industry and other companies such as health care and grocery organizations that encounters same issues. The study analyzed issues like, low remuneration, high labour turnover and protracted operating hours. Data were collected from twenty-one companies, comprising three chains hotels, one food service industry and health care and grocery establishments. The results of the study identified,

compensation programs that reflects values and links remuneration to performance, innovative methods of attracting, selection and retention of competent and loyal employees and flexible schedules in meeting the needs of a dynamic workforce as human resource practices pertaining in these organizations. The finding further revealed that most of these human resource practices offers considerable benefits and less costly.

Alsufyev and Zavyalova (2013) conducted a study on human resource development practices and innovation: problem overview. The purpose of the study was to review literature in order to differentiate Human Resource Development from Human Resource Management and to provide a synthesis of distinct theories explaining the impact of human resource development on innovation. The literature review shows that personnel training has a significant effect on innovation. The review further revealed the mediating effect of learning practices in the influence of training on innovation. Furthermore, the review indicated the mediating effect of learning climate in the influence of training on innovation.

Mapelu and Jumah (2013) conducted a study on the effect of training and development on employee turnover in selected small medium size hotels in Kenya. The aim of the study was to establish the extent to which training and development of employees contributes to employee turnover. Data were collected from 350 employees of the selected hotels through questionnaire. The study adopted Herzberg's two factor theory. The results of the study indicate that employee development significantly affected employee turnover. They further emphasized that, the strategic integration of other human resource practices and policies will have a much greater impact on employees.

Agwu and Ogiriki (2014) conducted a study on human resource development and organizational performance in Nigeria Liquefied Natural Gas Company limited. The purpose of the study was to examine the extent of the relationship between HRD practices (training and development) and increased employee motivation/ commitment and organizational performance. Data were collected from 370 employees through questionnaire. The results of the study show that training and development has a significant impact on employee commitment and motivation as well as organizational productivity.

Galperin and Lituchy (2014) conducted a study on human resource development in service industries across cultures. The aim of the study was to develop a theoretical model that stresses the importance of human resource development alignment with organizational and national

cultures was developed in increasing perceptions of service quality. The results of the study indicate that the overall effectiveness in service quality will likely increase when human resource development interventions are aligned with national and organizational cultures. They further emphasized the need for human resource managers in service industries to understand the role of national and organizational cultures in the implementation of human resource development interventions.

Hrout and Mohamed (2014) reviewed literature on human resource management practices with respect to the tourism and hotel industry. The purpose of the study was to investigate the factors contributing to the unsuitable practices of human resource practices in order to unravel the challenges of human resource practices. The review highlighted on external factors, internal factors, strategy and past practice of HRM. The review recommends the provision of an array of opportunities for capability building and conducive working environment to promote productivity. They further emphasized the need to consider other human resource related issues in respect of employer-employee relationship, attitude of employee, productivity and efficiency of employees, skills and knowledge of employees.

Shuck et al. (2014) conducted a study on human resource development practices and employee engagement by examining the connection with employee turnover intentions. The purpose of the study was to better understand the possible linkages of human resource development practices and employee engagements to turnover intentions. Data were collected using an internet based self-reported survey. The results of the study indicate that, participation in human resource development practices, behavioural and cognitive emotional engagements related negatively to turnover intents. The findings further revealed that, engagements partially mediated the relation between turnover intents and human resource development practices.

Sung and Choi (2014) examined the multiple dimensions of human resource development and organizational performance. The aim of the study was to investigate the effects of various human resource development dimensions on organizational performance. Data were collected from 207 manufacturing companies over a 5-year period. The results of the study suggest that human resource development enhances employee competence and commitment, which invariably determines the financial performance of an organization. The study further revealed that employee outcomes significantly mediates the association between human resource development and organizational performance.

El-Fekey (2015) conducted a study on the effect of human resource development practices on creating learning organizations in the banking sector of Egypt. The aim of the study was to investigate the effects of human resource development practices on creating a learning organization with emphasizes on the effect of training and development, career development and organizational development on creating a learning organization. Data were collected from 285 employees of different private banks through questionnaires. The results of the study suggest that human resource development has a significant impact on general learning organization. The findings further revealed, training and development as the most effectual HRD practice that impact the entire five organizational learning disciplines.

Prayag and Hosany (2015) examined human resource development in the hotel industry in Mauritian. The aim of the study was to identify the role, importance and outcomes attributed to human resource development (HRD) by line managers in the Mauritian hotel industry. Data were collected from 135 hotel line managers through an in-depth interview. The results of the study indicate that human resource development is related to improvements in operational efficiency, improvements in service quality, organizational success and knowledge sharing. The study further indicated that, the prevalence of a need-driven approach to HRD and the link between HRD and corporate strategy is not clear.

Dominguez-Falcón et al. (2016) examined the mediating role of commitment and satisfaction of managers versus supervisors in the relation between human resource management and performance in the hotel industry. The purpose of the study was to examine influence the development of high commitment HR practices on satisfaction and commitment of two distinct groups: managers and supervisors. A model was proposed and tested. Data were collected from 68 managers and 296 supervisors were collected through questionnaire. The findings indicate that the development of high-commitment HR practices in hotels has a positive and significant effect on the commitment and satisfaction of both managers and supervisors, but their effect on hotel performance is quite different. The findings further revealed that there exists a link between job affective commitment and job satisfaction.

Nieves and Quintana (2016) examine the mediating role of human capital in the relation between human resource management practices and innovation in the hotel industry. The purpose of the study was to increase understanding of the mediating role of human capital in the relation between human resource management practices and innovation. Data from 109 organization through

questionnaires by a cross section research design was used. The results of the study show that human resource management practices affect innovation through their influence on human capital. The finding further indicated that recruitment do not enhance the level of human capital of the firms studied, although they do determine their innovation performance.

Potnuru and Sahoo (2016) conducted an empirical study on human resource development interventions, employee competencies and organizational effectiveness. The aim of the study is to examine the impact of human resource development (HRD) interventions on organizational effectiveness (OE) by means of employee competencies which are built by some of the selected HRD Interventions. An integrated research model was developed by combining the principal factors from existing literature. Data were collected from 290 executive and non-executive employees through a structured questionnaire. The results of the study indicate that the chosen human resource development interventions have a significant impact in enhancing employee competencies which culminates in the improvements of organizational effectiveness.

Al Adresi and Darun (2017) investigated the relationship between strategic human resource management practices and organizational commitment. Data was collected from 52 oil and gas companies through questionnaires. The findings of the revealed that employees are more committed to the organization when they get best SHRM. The study indicated that, internal career ladder on job training and pay for performance were key SHRM practices that influences employee's commitment toward the organization. The study further revealed that, employees are more concerned of their job security and dynamic working environment.

Sánchez-Marín et al. (2017) conducted a study on formalized HR practices and firm performance: an empirical comparison of family and non-family firms. The purpose of the study was to examine the formalization and effectiveness of three basic HR practices: selection, training and compensation in different contexts of family and non-family firms. Data were collected from 500 Spanish companies. The results of the study indicate that a higher degree of HR formalization has a positive influence on firm performance. The study further revealed that, the mediating role of selection in the relationship between training and firm performance is smaller in family than non-family firms.

Singh and Rao (2017) investigated HR practices, learning culture and human capital: a study on Indian business and professional service sector. The purpose of the study was to examine the role of human resource (HR) practices and learning-oriented culture to influence organizational human

capital through knowledge management (KM) processes. Data were collected from 237 employees of Indian business and professional service providers. The results of the study suggest that the relationship between HR practices and learning oriented culture has a positive influence on organizational human capital. The study further indicates that, knowledge management mediated the associations between HR practices, organizational human capital, learning oriented culture and organizational human capital.

Boon et al. (2018) conducted a study on the integration strategic human capital and strategic human resource management. The aim of the study was to increase knowledge about human capital within organization by integrating two streams of research which focused directly on human capital. The results of the study indicate that, integration of strategic human capital and strategic human resource management helps overcome the weakness in both areas and creates a robust approach to the study of human capital. The study further revealed that, a collaboration between strategic human capital and strategic human resource management research will improve research on human capital in organizations.

Knies et al. (2018) reviewed literature on strategic human resource management and public-sector performance: context matters. The aim of the review was to address the imbalance by considering strategic human resource management in the public-sector context. The review supplemented initial findings on strategic human resource management in the public-sector context by providing an outlet for studying HRM, employees' attitude and behaviours, and individual and organizational performance in a public-sector context.

Mierlo et al. (2018) conducted a study on the dynamic nature of HRM implementation: a structuration perspective. The aim of the study was to challenge the current view on HRM implementation as being too static and one-directional. A comprehensive framework that assist in understanding the process of HRM implementation was developed. The results of the study suggest that, HRM practices are influenced by various organizational actors. The author further indicated that, for successful implementation, HRM practices need to become inscribed into the interpretive schemes of organizational actors, as well as the allocations of resources.

Uraon (2018) conducted a study on the impact of HRD practices on organizational commitment and intention to stay within selected software companies in India. The purpose of the study was to examine the impact of comprehensive HRD practices on organizational commitment (affective, continuance, and normative commitment), and employee intention to stay. Data were collected

from 516 employees of different software companies. The results of the study show that, HRD practices have a positive impact on employee intentions to stay as well as on the three components of organizational commitment. The study further revealed that, affective and normative commitment positively affected employee's intention to stay.

2.3. Performance Indicators

Performance measurement methods or approaches in the hospitality industry has been espoused by several other authors (Atkinson and Brander-Brown, 2001; Brander-Brown and McDonnell, 1995; Harris and Mongiello, 2001). Venkatraman and Ramanujam (1986) proposed three dimensions of performance measurement namely; business performance, organizational effectiveness and financial performance. Beatham et al. (2004) posited that to ensure the competitiveness of organizations, much attention should be focused on non-financial or operational outcomes measured by competitiveness. Several other authors in performance management have advocated the significance of an integration of both financial and non-financial performance measures such as service quality, customer satisfaction, competitiveness, resource utilization, technology and organizational flexibility (Atkinson and Brander-Brown, 2001; Harris and Mongiello, 2001; Fitzgerald et al., 1991). Along the same lines, Fitzgerald et al. (1991) emphasized the importance of performance measures in directing attention to such non-financial factors as customer satisfaction and service quality. Similarly, several other authors (Fitzgerald et al., 1991; Lynch and Cross, 1995; Kaplan and Norton, 1992; Haktanir and Harris, 2005) postulate that it was expedient for an organization's performance measures to be linked to its competitive environment, revenue management, strategic intent, its, market orientation and service delivery process within hotels. This view appears to be supported by Harris and Mongiello (2001) who argue that although a hotel is thought of in a service context, in reality it encompasses three distinct kinds of industrial activity viz; rooms, beverage, and food that exhibit distinct business orientations. They further indicated that, these three orientations call for a varied set of performance indicators. In view of the study objectives the following non-financial measures are considered: service quality, customer satisfaction and room occupancy.

2.3.1 Service Quality

The concept of service quality is deliberated as a problematic construct to analyze, assess and elucidate. Accordingly, definitions of such construct are still not well developed (Ghobadian et al., 1994). Ghobadian et al. (1994) posited that service quality is a necessity for survival and

progress in competitive business environment. Bitner and Hubbert (1994) opined that service quality is the general feelings of the comparative lowliness and excellence of an establishment and its services. Several other authors (Anderson et al., 1994; Brown et al., 1992; Min and Min, 1997; Nadiri and Hussain, 2005) contend that service quality has received much consideration from researchers and practitioners in the hospitality industry due to its substantial impact on economic functioning, customer reservation as well as satisfaction. Several service quality measurement instruments have been espoused in literature with their respective strengths and draw backs. Notably among these instruments is the SERVQUAL, which has been applied in numerous studies by practitioners and academics alike. Curry and Sinclair (2002) stressed that SERVQUAL assesses the difference between perceived service and quality expectancies established on tangibility, responsiveness, reliability, assurance and empathy. However, Curry and Sinclair (2002) stressed that SERVQUAL assesses the difference between perceived service and quality expectancies established on tangibility, responsiveness, reliability, assurance and empathy. Buttle (1996) and Min and Min (1997) argued that SERVQUAL is not an adequate instrument in assessing service performance. Along the same lines, Buttle (1996) and Carman (1990) critiqued the SERVQUAL instrument used in measuring customers' service quality perception and expectations by Parasuraman and colleagues' (1985, 1988). Consequently, Buttle (1996) contended that SERVQUAL was not applicable in measuring quality of service in hotels. Another major limitation of the SERVQUAL was its inability to elucidate the additional variance in a general measure of service quality. Based on this limitation, SERVPERF was developed by Cronin and Taylor (1992) as an alternative approach. Similarly, several other authors (Brady and Cronin's, 2001; Buttle, 1996; Tam, 2000; Teas, 1993) postulated that SERVPERF has superiority over SERVQUAL. However, Cronin and Taylor (1992) could not validate responsiveness, tangibility, empathy, assurance and reliability attributes of the SERVPERF instrument in the hotel industry. In view of this, Getty and Thompson (1994) argued that the efficacy of SERVPERF was deficient. From the foregoing several hospitality and tourism scholars developed diverse service measurement instrument tailored towards measuring quality of service. The LODGQUAL measurement instrument was developed by Getty and Thompson (1994) with the following attributes: empathy, safety and responsive capacity. Similarly, HOLSERV was developed by Mei et al. (1999) with reliability, tangibility and employees as attributes. Along the same lines, HISTOQUAL with attributes like tangibility, responsiveness, empathy, communication and

consumable was developed by Frochot and Hughes (2000). Consequently, several other authors postulate that the aforementioned service quality measurement lacks the efficacy in measuring of service quality attributes in the hospitality industry (Akan, 1995, Babakus and Boller, 1992; Dabholtar et al., 1996; Wilkins, 2005; Zeithaml, 1998). It is therefore imperative to develop efficient and effective measurement instrument in assessing the extent of quality of service. In view of the outlined limitations, this current study adopted the multi-dimensional and hierarchical model. The multi-dimensional and hierarchical model consist of three sub-divisions namely; (a) interactive quality (b) environmental quality and (c) outcome quality

Interactive quality

Interactive quality predominantly centers on the medium of delivery of service (Cronin and Taylor, 1994; Lam et al., 2007; Wong and Keung, 2000). Czepiel et al. (1985) posited that interactive quality has been recognized as a highly significant outcome on the service quality perception. This view appears to be supported by several other authors (Akbaba, 2006; Ekinci, 1999, Mey et al., 2006) who contend that the persona variable is extremely essential since services are integrally impalpable as well as typified by indivisibility. Interaction quality consist of three sub-divisions namely :(a) conduct (b) expertise and (c) problem-solving.

Conduct

Conduct consist of behaviour and attitude. Lam et al., (2007) defined attitude as a client's sensation of the friendliness or unfriendliness through their behavioral functions. Similarly, Czepiel and coworkers (1985) opined that attitude refers to the personalities of an employee being it openness, concern, warmth, politeness or helpfulness. Along the same lines, Pan (2002) assert that behaviour is the obvious capacity that impacts client perceptions.

Expertise

Czepiel et al. (1985) deliberated that expertise is the extent to which synergy is affected by the job- oriented dexterities of the employee. Crosby et al. (1990) opined that the expertise of an employee has a significant impact on a client's evaluation of quality of service.

Problem Solving

Wakefield et al. (1996) and Li (2003) posited that this attribute of service quality is the aptitude of an employee in managing customer complaints and issues.

Environmental quality

Elliott et al. (1992) opined that environmental quality is the bodily characteristics of the service production procedure. Rys et al. (1987) postulate that the inference of a client about the environment quality attributes of service quality is established on their perception of the physical facilities of an establishment. Environmental quality consists of three sub-divisions namely (a) atmosphere (b) facility (c) design.

Atmosphere

Kotler, (1973) defined atmosphere as the deliberate pattern of space to establish definite outcomes in customers that boost their purchase prospects. Heide et al. (2007) emphasized that since atmosphere is an essentially vague concept, customer's evaluation may differ.

Facility

Hilliard and Baloglu (2008) deliberates that, facility, involves the mechanisms used in enhancing room knowledge. Several other authors (Blešić et al., 2011; Chou et al., 2008; Rust and Oliver, 1994) argued that facility constitutes an integral part of the environmental quality attributes of service quality.

Design

Bonn and Joseph Matthews (2007) and Chu and Choi (2000) posited that design symbolizes the design or structure of a service facility, comprising the artistic and practical elements of the physical environment. This appears to be supported by several other authors (Aubert-Gamet, 1997; Bitner, 1992; Tsitskari et al., 2006) who asserted that design demonstrated that design has a better prospective in augmenting positive perception of service quality.

Outcome quality

Powpaka (1996) and Bonn and Joseph Matthews (2007) posited that this attribute is the thought and impression on the mind of a customer after service delivery. Grönroos (1984) postulate that outcome quality is the outcome of service undertaken. Outcome quality consist of three sub-divisions namely: (a) sociability (b) valence and (c) waiting time.

Sociability

Aubert-Gamet and Cova (1999) deliberates that sociability symbolizes the kind, number and conduct of persons apparent in the service setting. Milne and McDonald (1999) contend that sociability is a positive friendly knowledge that results from a friendly satisfaction of being with people who relish the activity.

Valence

Ko and Pastore (2005) defined valance as client's post-utilization evaluations of whether the service result is satisfactory and unsatisfactory. Similarly, several other authors (Baldacchino, 1995; Hornik, 1998; Taylor, 1994) contend that valance is a major factor of a service results.

Waiting time

Hornik (1982); Katz et al. (1991) posited that waiting time is the extent of time that clients expend awaiting service delivery. Hwang and Lambert (2008) emphasized that waiting time should be abridged in order to enhance service outcome.

2.3.2 Customer Satisfaction

The customer satisfaction concept is widely assessed and interpreted in literature which in turn leads to complicate understanding the construct without developing a generic definition (Oliver and Gerald, 1981). Dominici and Guzzo (2010) posited that customer satisfaction is an organizational philosophy in establishing value for client's expectations and handling their expectancies, as well as showing aptitude and concern in satisfying their needs. Kotler and Armstrong (2013) postulate that customer satisfaction is mostly contingent on the accumulation of a customers perceived value regarding a service or a product. Customer satisfaction implies an emotional and affective construct that occurs at the transaction level for customers and users of services and products. Hence, customer satisfaction depends on customers' use or control of a specific product or service (Rust and Oliver, 1994). On the other hand, if customers did not get their expectations and needs, emotional dissatisfaction will emerge (Zeithaml and Bitner, 2003; Olorunniwo et al., 2006). Customer satisfaction consist of four attributes namely: (a) reliability (b) accessibility (c) competence and (d) control.

2.3.3 Room occupancy

The economic feasibility of a hotel is contingent on the demand for the hotel rooms, which is generally assessed by the rate of occupancy (Hanggara, 2009). Zhang et al. (2011) posited that room occupancy, is the assessment of utilization capacity or efficiency of room supply. Room occupancy consist of two distinct attributes namely: (1) room quality, and (2) location.

Room Quality

Mey et al. (2006) argued that room quality is the most effective determinate in ascertaining western travelers' general gratification of guest with hotels. They further admonished hotel establishments in securing supplementary resources in improving their room quality more especially in areas of

room cleanliness and quietness, room set and temperature control in order to augment their occupancy rate

Location

Coltman (1989) posited that location is the provision of a general delivery plan for a specific area. Several other authors (Bitner, 1992; Chou and Colleagues; 2008; Pan, 2002) assert that location is a fundamental criterion in the selection of hotels. Along the same lines, Coltman (1989) argue that traffic and transportation conditions are significant determinates in the selection of hotel by customers.

2.4 Hypotheses Development

2.4.1 Human Resource Development contributions to Organizational Performance

Several practitioners and academic have advanced theories and concept in their quest to investigate and establish a synergy between human resource development and organizational performance. Prior research in human resource development has established an association between these two constructs (Riordan et al., 2005; Smith, 1988; Rao, 1987; Swanson, 2009). Alagaraja et al. (2015) identified five important approaches in examining the human resource development, organizational performance and effectiveness linkage: best-fit model, best-fit approach, best-practice model, combination of best-fit approach and best-practice model and stake holders' perception based. Similarly, several other author authors have conceptualized and empirically established positive relationship between single or interrelated sets of human resource development practices and organizational performance (Colbert et al., 2014; Jiang and Liu, 2015; Rahman et al., 2013). Nilsson and Ellstrom (2012) emphasized that developing human resource development strategies in an organization is an opportunity for employees to enrich their competencies which contributes in aggregate to firm performance.

2.4.2 Human Resource Development Practices and Employee Competencies

HRD practices are more exact than policies; they are programs planned and put into action to enhance employee competencies, in order for employee to function efficiently and attain performance expectancies (Clardy, 2008; Nilsson and Ellstrom, 2012). Yuvaraj and Mulugeta (2013) argued that human resource development practices unceasingly, enhances employee's competencies and efficiency through existing methods of organizational development, performance appraisal and management, career development and training and development. Several other authors recognized recruitment and employee outplacement, compensation,

performance appraisal, career development, employee relations, training and development and employee involvement as HRD practices (Rao, 1987; Riordan et al., 2005; Ruona and Gibson, 2004; Smith, 1988; Smith and Walz, 1984). Along the same lines, Clardy (2008) postulate that human resource development practices are used by organizations practices as an important strategic mechanism to stimulate positive behaviour in individuals and impact their knowledge, skills and attitudes which can increase productivity and performance. Similarly, Kehoe and Wright, (2013) contend that was the basic factor for employees to acquire competencies that in turn significantly improve organizational functioning.

2.4.2.1 Training and Development and Employee Competencies

The significance of training and development in the enhancement of employee competencies and organizational development has been espoused by several authors (Chang et al., 2011; Swanson, 2001; Youndt and Snell, 2004). Appiah (2010) and Harrison (2000) who contend that training and development generates performance improvement related benefits for the workforce and firm by positively impacting human resource functioning through the enhancement of human resource expertise, competence, knowledge, behaviour and proficiencies. This view appears to be supported by Blackburn (1995), Boella (2000) and Jones (2002) when emphasized that the implementation of various training and development programs foster learning and improve competence of overall organizational members. Similarly, several other authors (Mertens, 2000; Salas and Cannon, 2001; Youndt, et al., 1996 Youndt and Snell, 2004) contends that training and development improves the expertise and competencies of employees, which sequentially, boost their efficiency and performance. These parallels finding of other authors who contend that training and development improves the competencies of a workforce which are contributory in enhancing general functioning (Barzegar and Farjad, 2011; Cheng and Brown, 1998; Swanson, 2001). The following is hypothesized.

H₁: Training and development is significantly related to employee competencies.

2.4.2.2 Career Development and Employee Competencies

Gilley et al. (2009) opined that career development interventions assist in building a partnership between the organization and its employees, enriching their knowledge, skills, and abilities, by improving individual competencies. Similarly, McGraw (2014) emphasized that the effective implementation of individual career management processes significantly enhances employee competency and improve individual performance. This is consistent with the contention of

McDonald and Hite (2005) who deliberates that career development interventions enhance employee's positive attitude towards the organization. The following is hypothesized.

H₂: Career development is significantly related to employee competencies.

2.4.2.3 Performance Appraisal and Employee Competencies

Meyer and Kirsten (2005) deliberates that managing performance of human resource constitutes an essential fragment of a firm and manifest how their human capital is being managed. Similarly, Osman et al. (2011) contend that an ineffectual appraisal procedure results in numerous undesirable challenges comprising stalled employee efficiency, less morale, less enthusiasm in supporting organizational values and objectives, consequently stalling the effectiveness of the organization. This is consistent with the arguments of several other authors who emphasized that an integrated human resource and performance management strategies has important impact on the commitment and attitude of the workforce (Armstrong, 2005; Ostroff, 1992; Young et al., 1995). The following is hypothesized.

H₃: Performance appraisal is significantly related to employee competencies.

2.4.2.4 Compensation and Employee Competencies

Mayson and Barret (2006) emphasized that an organization's capacity in attracting, motivating and retaining competent human resource by offering competitive remuneration and equitable rewards is connected to the organizations efficiency and development. Along the same lines, Armstrong (2009) postulate that compensation is an integral approach to productivity improvements in organizations. Similarly, Sola and Ajayi (2013) stated that compensation was a primary motivating factor for employees to continuously strive for greater heights. They further emphasized that, a well-crafted compensation system is imperative to the success of an organization. This is consistent with several other authors who found that compensation plays an essential role in firms that rely upon human capital as a stimulus in attracting and retaining experienced employee (Frye, 2004; Guthrie et al., 2001; Iverson et al., 2007; Teseema and Soeters, 2013). The following hypothesis is proposed.

H₄: Compensation is significantly related to employee competencies.

2.4.2.5 Employee Involvement and Employee Competencies

Gowen (1990) and Rossler and Koelling (1993) argued that employee involvement builds individual competence, control and obligation leading to a concerted foresight, values and aspirations. These views appear to be supported by Ardichvili et al. (2003) when they emphasized

that employee involvement is an essential element in the effective execution of contemporary management strategies and plays a significant role in ascertaining the extent of job satisfaction, increase employee commitment and motivation. Similarly, Chu et al. (1995) postulated that employee involvement helps achieve better implementation of customer focus, quality and continuous improvements. This is consistent with the founding of several other authors who indicated that employee involvement is related positively to the efficiency, performance as well as the satisfaction of the human resources (Denison, 1990; McShane and Von Glinow, 2003; Pfeffer, 1994; Verma, 1995). The following is hypothesized.

H₅: Employee Involvement is significantly related employee competencies.

2.4.3 Employee Competencies and Organizational Performance

Milosevic et al. (2007) assert that employee competencies are an assemblage of expertise, proficiencies, and personal qualities as well experience. This view appears to be supported by Lee and Salleh (2009) who contend that competency that is associated with behavioral attributes determine job and organizational performance. Along the same lines, Cartwright and Baron, (2002) assert that the accomplishment of an expected strategic outcomes hinges on the workforce's coherence, interaction, harmonization, dedication and the improvements of suitable competencies. Several other authors who advocated that the choice of an appropriate candidates aimed at suitable locus must be linked with the enhancement and improvement of employee competencies pertinent to the goals and plans of the organization (Lee, 2010; Hellriegel and Slocum, 2011; Naquin and Holton, 2006). Similarly, several others authors contend that the enhancement and improvements of employee competencies are very crucial for organizational performance leading to enhanced employee functioning, greater efficiency and assist in creating essential competencies for firms (Bhardwaj, 2013; Clardy, 2008; Kehoe and Wright, 2013; Levenson et al. 2006). This is consistent with several other authors who found that improvements in employee competencies significantly enhances organizational performance in the following respect: organizational outcomes, financial outcomes and non-financial outcomes. Organizational outcomes in terms of productivity, financial outcomes in terms of revenues or profits and non-financial outcomes in terms of increases in employee engagements and career developments (Adanu, 2007; Asree et al., 2010; Brooks and Nafukho, 2006; Calantone et al., 2002; Junaidah, 2008; Levenson, 2005; Lockhart, 2013; Palan, 2005; Rose et al., 2006). The following is hypothesized.

H₆: Employee competencies are significantly related to organizational performance.

2.5 Conclusions

This chapter focused on entire reviews related to the study. Human resource development definitions espoused by several authors with their underlying theories and key components were reviewed. Empirical studies on human resource development and practices were also reviewed. The review also took in consideration hotel and other related industry studies. The conceptual framework which guides the study was critically looked at. Explanations and definitions were professed to the various constructs and their elements in the framework. Hotel industry performance measurements instruments were reviewed. In additions, the merits and the drawbacks of the various instruments were addressed, and a justification was professed for the adopted measurement instrument. Finally, the hypothesis developed for the study was analyzed. Six main hypotheses were developed for the study and thoroughly reviewed in order to establish the linkage between various constructs. The studies reviewed established theoretical linkage in support of the hypothesis developed.