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The Human Dimension

A Review of Human Resources Management Issues in the Tourism and Hospitality Industry

by SALIH KUSLUVAN, ZEYNEP KUSLUVAN, IBRAHIM ILHAN, and LUTFI BUYRUK

Human resources are often seen as one of the most important assets of tourism and hospitality organizations. Numerous studies have examined how employee performance can be managed to contribute to the organizational bottom line. This article is a structured review of the literature regarding key human resources management (HRM) issues in the tourism and hospitality industry. Based on this review, the authors offer an assessment of emerging trends in HRM and a summary of what has been advocated in the literature for managing employee performance.

Keywords: human resources management; organizational culture; internal marketing

The Critical Role of the Human Resources for Tourism and Hospitality Businesses

Few people would reject the proposition that the human element in tourism and hospitality organizations is critical for service quality, customer satisfaction and loyalty, competitive advantage, and organizational performance. This belief is supported by many theories, models, and empirical studies in the strategy, service, and tourism management literatures that stress the critical role of human resources for organizations. On the theoretical front, resource based theory (Barney 1991; Grant 1991;