

# Chapter 1

## Exploring the Landscape of Human Resource Management Research in the Tourism and Hospitality Sector: A Bibliometric Review

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### ABSTRACT

*Human resource management (HRM) plays a critical role in the effective management of human capital within the tourism and hospitality sector. This study offers a comprehensive bibliometric analysis of HRM research in tourism and hospitality using Scopus data. Examining 1,171 studies, it reveals increasing interest and significant contributions in recent years. Prominent research themes include HRM, hospitality, tourism, organizational culture, talent management, and training. Co-authorship network analysis showcases collaborative relationships among international researchers. Acknowledging limitations like database reliance and language constraints, the study enriches the understanding of HRM in this sector, providing valuable insights for practitioners, policymakers, and researchers, while guiding future research endeavours.*

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## **1. INTRODUCTION**

Human Resource Management (HRM) plays a crucial role in effectively managing human capital within an organization. Its primary objective is to attract, develop, motivate, and retain employees to achieve organizational goals (Mirčetić et al., 2022). HRM encompasses various practices and processes, including strategic planning, policy development, and the implementation of functions such as recruitment and selection, training and development, performance management, compensation and benefits, employee engagement, and employee relations (Jamali et al., 2015). The evolution of HRM can be traced back to the early stages of the Industrial Revolution, when it primarily focuses on basic tasks such as hiring and compensation (Frank & Taylor, 2004). Over time, influenced by Frederick's Taylor scientific management movement and the emergence of personnel management, HRM adopted a more strategic approach in the 20th century (Zhu & Warner, 2019). In the 1960s and the 1970s, HRM began to emphasize employee motivation, development, and retention, taking on a more strategic role (Ahammad, 2017). With the challenges posed by the global market in the 1980s and the 1990s, HRM adapted further, emphasizing strategic planning and alignment with organizational goals (Williams, 2002). HRM is indispensable for ensuring that organizations have the right people and foster a positive work environment (Bahuguna & Kumari, 2010).

Moreover, within the tourism and hospitality sectors, HRM plays a critical role in shaping organizational performance and competitiveness because of the labor-intensive nature and customer-centric focus of the industry (Lv et al., 2022; Murphy et al., 2018). HRM practices in this sector are essential for managing a diverse workforce and meeting the industry's unique demands of the industry (Adeyefa et al., 2023; Hassanein & Özgüt, 2022). Scholars have extensively studied the impact of HRM on various aspects, such as employee retention (Islam et al., 2022), talent management (Sheehan et al., 2018; Watson, 2008), diversity (Nieves & Quintana, 2016), inclusion (Luu, 2022), training and development (Islam et al., 2022), organizational culture (Seidu et al., & Amoah-Mensah, 2022), employee engagement (Arwab et al., 2022), and labor relations (Basnyat & Clarence Lao, 2020).

Numerous studies have emphasized the importance of effective HRM strategies in addressing employee retention challenges in the tourism and hospitality industry (Ashton, 2018; Choy & Kamoche, 2021; Ghani et al., 2022; McCartney et al., 2022). Researchers have investigated the factors influencing employee turnover and the role of HRM interventions, such as talent management and employee engagement, in improving employee retention rates (Deery, 2008; Michael & Fotiadis, 2022; Naveed, Zia, & Cangialosi, 2022). They explored how HRM practices can enhance job satisfaction, work-life balance, career development, and recognition, leading to increased employee commitment and reduced turnover. The significance of

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