



# A review of human resources management research

## The past 10 years and implications for moving forward

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### Abstract

**Purpose** – The purpose of the paper is to present a review of the human resources (HR) research that has been published over the past ten years in discipline-based and hospitality-specific journals and identify key trends and opportunities for advancing future research.

**Design/methodology/approach** – The paper takes the form of a critical review of the extant literature in the general HR management and hospitality HR management fields.

**Findings** – A comparison of the findings shows a substantial degree of overlap in the themes and results that have been generated to date. However, several hospitality studies have identified a number of variables that appear to be particularly relevant for labor-intensive, service-focused settings. As such, context-specific factors should be considered in efforts to advance our understanding about the ways in which hospitality HR systems may impact a wide array of individual and organizational outcomes.

**Originality/value** – The results offer a foundation for advancing future hospitality HR research.

**Keywords** Hospitality, Staffing, Human resources, Performance appraisal, Training and development, Compensation and benefits

**Paper type** Literature review

### Introduction

The discipline-based research on human resources (HR) management has evolved considerably over the past decade. During this time period, scholars have taken an increasingly closer look at each of the major HR functions to learn more about the ways in which specific types of HR policies, practices and procedures may influence a wide array of individual and firm-level outcomes. In addition, there has been a growing interest in the use of strategic lenses to learn more about the ways in which HR systems may be leveraged to achieve key business objectives. New and more comprehensive frameworks have been presented, and the respective empirical findings have generated numerous insights about the nature of HR systems and how they can be designed and implemented to help companies improve their competitive position.

Similar trends have emerged in the HR research that has been published in hospitality-specific outlets. Indeed, considerable attention has been given to the ways in which each of the primary functional practices, as well as the HR system as a whole, can be leveraged to promote more effective work settings. Many of the hospitality-specific HR studies have been conducted – either explicitly or implicitly – to determine the extent to which the findings from the general domain apply to hospitality contexts. While the contributions of this type of study are generally quite modest, the results have been



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